



The maverick of European cinema



Michael Prowse

The morality of capitalism



People page

Charlie Scott: taking the flak at Saatchi

FINANCIAL TIMES

Europe's Business Newspape



Russian assault fails to rout Chechen fighters

Chechen resistance fighters were last night stubbornly clinging on to parts of their ruined capital, Grozny, despite a ferocious assault by Russian forces determined to end the conflict. The whereabouts of Chechen president Dzhokhar Dudayev were unknown, but his eldest son was reported to be among hundreds of Chechens killed in the fight-ing. The United Nations began an airlift of humani-tarian aid to help the thousands of refugees flooding out of Chechnya. Page 14; Yeltsin aide sees sharp right turn, Page 2

Tokyo may resume loans to kran: Japan is considering resumption of official loans to Iran in defiance of appeals from the US, Britain and Israel, which are concerned over the Tehran regime's alleged terrorist links. Page 3

Fininvest chief to step down: Franco Tatò, 62, is planning to step down as managing director of Fininvest, the diversified family holding company owned by Silvio Berlusconi, Italy's outgoing prime

Oini prepares technocratic government: Lamberto Dini, Italy's premier designate, is expec-ted to draw up his technocrat cabinet in the next two days, paving the way for the formation of the country's 54th post-war government. Page 2; Editorial Comment, Page 18

Waiget aily may join Bundesbank board: Peter Schmidhuber, 63, a departing EU commissioner and political ally of German finance minister Theo Waigel, has been nominated to join the sevenmember Bundesbank board, Page 2

Decision likely on Santchi name change: Advertising group Santchi & Santchi could change its nama this week, depending on the outcome of the group's first board meeting since Maurice Saatchi was ousted as chairman. Page 15

UK offers China £1bn guarantees: Britain is making available £1bn (\$1.6bn) worth of new export credit guarantees to China in a five-year package designed to encourage trade in the telecommunications sector. Page 3

Lloyd's back in profit: Lloyd's of London returned to profitability in 1993 for the first time since 1987, but has yet to prove it can meet its target rate of return over a longer period, a report on the insurance market suggests. Page 5

Oslo attacked for banking move: Norway's banking community condemned the minority Labour government's draft legislation to tighten its grip on the country's two largest commercial banks.

Nigeria abolishes exchange controls: Nigeria abolished foreign exchange controls and restrictions on foreign investment in Its 1995 budge in an attempt to promote private sector-led growth and reach agreement with the international Monetary Fund and official creditors. Page 4

Tyre group bows to pressure from Clinton: Japanese tyremaker Bridgestone bowed to pressure from US president Bill Clinton to resume talks over a labour dispute in the US with the United Rubber Workers union. Page 3

Labour to review bank regulation: The British Labour party is considering a plan to take supervision of banks away from the Bank of England and set up a commission to regulate banks and building societies. Page 5

Broadgate battle nears climax: The battle for Broadgate is likely to reach a climax this week after the two sets of banks which control the prestigious London office development were close to accepting offers from different parties. Page 15

European Monetary System: The Austrian schilling joined the EMS grid as continuing political instability caused turbulence in foreign exchange markets and battered the Spanish peseta, prompting the spread between the weakest and strongest currency to widen. The D-Mark, which benefited from a flight to quality, improved against the Spanish currency by two percentage points. Currencies, Page 23

EMS: Grid

January 13, 1995



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guilder which move in a 2.25 per cent band.

Pope draws biggest crowd: Pope John Paul drew the biggest audience of his 17-year office at a mass in Manila in the Philippines.

Euro Disney plans university: Euro Disney, operator of the Paris-based theme park, said it might open a university to train Europeans in the art of American style customer service. Page 2

Sunday betting begins: Horse racing with betting took place on a Sunday for the first time in Britain. Nearly 4,000 people attended the first of 26 Souday point-to-points planned for 1995.

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OTHE FINANCIAL TIMES LIMITED 1995 No 32,575 Week No 3

Brittan seeks CAP debate after critical reports

By Caroline Southey in Brussels

Sir Leon Brittan, the EU trade commissioner, will today launch a fresh debate on the future of the Common Agricultural Policy with the publication of four reports calling for radical reforms to prepare the way for the former communist countries of central and eastern Europe.

The studies, from Germany, Britain, France and ftaly, concinde unanimously that the CAP must have extensive changes if the EU is to meet its goal of bringing Poland, the Czech

Republic, Hungary, Slovakia, Bulgaria and Romania into the union early in the next century. Sir Leon is releasing the reports as he prepares to ceda responsibility for eastern Europe

beyond those negotiated in 1992

by Mr Ray MacSharry, then EU

in the new European Commission headed by Mr Jacques Santer. Aides said it was a calculated attempt to influence the debate on CAP reform and champion the cause of enlargement. The reports argue that CAP is inefficient, bureancratic and that future reforms should extend

agricultural commissioner, which shifted farm support away from high guaranteed prices towards -direct income payments to farm-

The authors call for reductions in direct payments to farmers, the abolition or substantial reduction of support prices, and making national governments partially responsible for income

support payments.

"An attempt can be made to maintain the CAP, with high support levels, or to meet the prob-lems in the simplest way by reducing prices substantially and

maintaining support for farmers through other means," argues one of the authors, Professor Allan Buckwell, from Wye College, University of London.
These suggestions go to the

core of the CAP and would meet fierce resistance from farm lobbyists, some EU governments and sections of the European Commission if placed on the negotia-ting table. "The proposals are politically naive," an agricultural official in the Commission said. But the academics all argue

forcefully against an early exten-

sion of the CAP as structured.

This "status quo" solution would be too costly and could lead to the EU failing to meet its commitments under the terms of the General Agreement on Trade and Tariffs, particularly in relation to subsidised exports.

It would also create inflationary pressures in the economies of the six states, distort agricultural production, have negative budgetary effects and hit consumers,

they argue. The academics disagree on how quickly the reforms could be implemented, but the consensus appears to be 2000 at the earliest

and 2005 at the latest. However, they suggest a rapid transition to low common prices would be

There is little common ground on how much enlargement would cost, with estimates ranging from Ecul3.5bn (\$16.6bn) to Ecu32bn Mr Buckwell gives no figure and argues that all previous estimates could have been overstated because the constraints imposed by the Gatt agreement had not been taken into account.

Seeking an agricultural policy for a wider EU, Page 2

US to set tough terms for Mexico loan guarantees

By Ted Bardacke in Mexico City

US Secretary of State Warren Christopher warned yesterday that the US was intending to set "tough" conditions on the collateral for a proposed package of loan guarantees for Mexico designed to help the country solve its financial crisis.

Mr Christopher stopped short of supporting demands by some members of US Congress that Mexico be required to use petroleum reserves as collateral for the loan guarantees, which could be as much as \$40bn. Mexican officials say they will only offer future oil export revenues as col-

"We want to make sure there are tough conditions to protect our interests." Mr Christopher said. "On the other hand, we don't want to use this moment to be so overbearing that we don't act as a good friend to Mexico." Offering oil reserves, as

opposed to revenues from those reserves, as collateral to foreigners would complicate an already delicate domestic situation in Mexico, where state control of oil is an important symbol of

national pride. If this issue were

to be pressed, the US support admitted they still had no indus-plan could be undermined by try-by-industry rescue plan domestic political opposition.

Mexican officials, including Mr Guillermo Ortiz, the finance minister, hope the assistance package will raise the country's international standing enough to allow officials to focus on domestic economic and political

"If you have disorderly markets, it is very difficult to implement the kind of adjustment programme that you want. The necessary condition to get any programme going is to stabilise the markets," Mr Ortiz said.
The plan will face a test today

when Mexican financial markets reopen, after the peso gained in strength late last week. However, it is a national holiday in the US. and Wall Street will be closed. "I think that the market's perception prior to this operation and after this operation will be

different," Mr Ortiz said. Mexican business leaders have been urging the government to focus on domestic reforms. In the past week, several meetings between business groups and government economic officials ended abruptly when the officials

try-by-industry rescue plan

Contracts with unions are doe for renegotiation in coming weeks, and will be influenced by the inflationary side effects of the devaluation. Mr Ortiz admitted that in the first quarter "there is going to be an inflationary bubble, no question about it", making labour talks "a real prob-

He admitted that some compa-nies are "likely" to pay higher wages than the 7 per cent agreed in the government's emergency economic plan signed with husiness and labour unions. The overall inflationary effect of the devaluation is likely to depend on exchange rate finct-

The government's latest projection rate for 1995, while most private economists project a 25-35 per cent inflation rate, assuming an exchange rate of 4.5 pesos to the dollar. The peso opened for trading today at 5.25 to the dol-

> US guarantees give Mexico a silver lining, Page 4



Supporters of South African Communist party leader Joe Slovo at his funeral in the black township of Soweto. Slove, who died of cancer aged 68, spent his life fighting apartheid

Railways consortium to develop Euro-cable network By Alan Cane in London

consortium of II European railway companies, including British Rail, SNCF of France and Deutsche Bundeshahn, bave joined with a US telecommunications group to develop a crossborder European communications network.

The joint venture, Hermes Europe Railtel, is today inviting six of the world's leading telecommunications equipment manufacturers to bid for construction of the first stage of the network estimated to cost about Ecu500m (\$615m).

It plans to lay fibreoptic cables alongside Europe's rail lines to provide an uninterrupted network across national borders. Hermes plans to award the first contract in April; construction is expected to start later in the

A statement of requirements is seing sent to Alcatel of France. AT&T of the US, Ericsson of Sweden, Nokia of Norway, Northern Telecom of Canada and Siemens

of Germany. Hermes is a joint venture between Hitrail, the European railways consortium, and Global Telesystems Group (GTS), an independent US developer and telecommunications company

operator. Hermes' managing director is Continued on Page 14

China buys French N-power reactors in \$2.8bn deal

By Tony Walker in Beijing

French companies yesterday signed a \$2.8bn deal to supply China with two 1,000MW power units for its ambitious nuclear programme in the energy-starved

Representatives of Framatome, GEC-Alsthom and Electricité de France witnessed a signing ceremony at Beijing's state guest house involving Mr José Rossi, France's minister of industry, and vice-premier Zou Jiahua.

The agreement follows months of tense negotiations, including two days of virtually non-stop discussion that produced the weekend's last-minute agreement before a deadline on an interest rate increase came into

The Organisation for Economic Co-operation and Development benchmark rate was scheduled to rise by 1.5 percentage points to 8.35 per cent, which would have added substantially to the cost of

The French companies won ement for the second stage of the Daya Bay nuclear project in Guangdong province adjacent to Hong Kong following the successful commissioning last year of

Continued on Page 14 UK offers guarantees, Page 3

Dini poised to form technocrat cabinet

By Robert Graham in Rome

Mr Lamberto Dini, Italy's premier designate, is expected to draw up a cahinet of technocrats in the next two days, paving the way for the formation of the country's 54th post-war govern-

President Oscar Luigi Scalfaro asked Mr Dini to form a government on Friday, ending three weeks of political tension in the wake of the resignation of the right-wing coalition headed by Mr Silvio Berlusconi.

The bead of state is anxious that a new government be formed as soon as possible to end the political uncertainty that has seriously damaged Italy's international credibility and forced the lira to historic lows against the D-Mark.

Although Mr Dini will not formally drop his reservations over forming a government until his cabinet obtains the tacit hacking of the main political parties. he is now seen as the sole viable option to early elec-

Over the weekend be continued to receive favourable comments from leading politicians, who all appeared relieved by Mr Scallaro's choice. This should strengthen the hand of the 63year-old treasury minister and former director-general of the Bank of Italy, even though be has no political base for what promises to be a difficult period in government. Mr Dini has pledged to concentrate on four priorities - Italy's deteriorating public finances, pension reform, reform of laws governing regional elections (due in the spring), and the introduction of new roles governing use of the media. He has let it be known he intends to operate with a small team of ministers chosen for their technical competence rather than their political affilia-

Mr Berlusconi risks being a big ioser, having been forced to resign as premier after less than nine months in office and only a year as politician. He is thus likely to seek to retain some influence over the direction of policy - especially that concerning the media, given the sen-sitive nature of his ownership of three television chan-

Significantly, Mr Dini made no mention of the need to introduce new anti-trust laws, crucial to avoiding the many conflicts of interests that have appeared as a result of Mr Berlusconi entering

Equally, President Scalfaro will seek a say in the cabinet, to ensure Mr Dini respects his mandate. Also unlike Mr Berlusconi, who wants the Dini government to guide the country to elections as early as June, Mr Scalfaro has fixed no time limit. Instead he has made a gentlemen's agreement with Mr Berlusconi to dissolve parliament as early as is

Editorial Comment, Page 13

in bottling water that comes straight out of the ground? Eau-no Monsieur" Having the capital to back a big idea is only half the secret. Having the vision to spot one is the other half.

"You expect

us to invest



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The Markets

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LONDON · PARIS · FRANKFURT · NEW YORK · TOKYO

Fears for

Hungary's market

Hungary's cancellation of a

high-profile privatisation deal and the dismissal of its reform-

ist privatisation chief last week

have unnerved foreign inves

tors, who are growing con-cerned at the direction and

pace of economic reform under

the country's new Socialist-led

The cabinet's decision to

cancel the sale of Hungar-

Hotels to a US investor - a sale already agreed by the supposedly independent privatisation

agency - has angered and dis-appointed investors.

One western investment banker sald: "The Hungar-

Hotels deal was one of the first

cases in which the govern-

reforms

Chubais assails privatisation chief

Mr Anatoly Chubais, Russia's reformist first deputy prime minister, has hit back at the head of the country's privatisation agency, whn has alarmed liberal politicians and foreign investors by arguing for the re-nationalisation of strategic assets.

In an interview in Izvestiy newspaper, Mr Chubais said he had assumed overall responsibility for the privati-

myrdin, the prime minister, on Thursday. Mr Chubais said he had since met Mr Vladimir Polevanov, who succeeded him as head of the privatisation "cnmplicated conversation" emphasised the collective responsibilities of government.

Mr Chubais said recent statements by Mr Polevanov. in which he had talked about returning privatised metals and energy companies to state ownership, ran counter to

existing legislation, the government's stated privatisation policy and the president's decrees. "They reflected bis personal viewpoint, which he passed off as the official position," said Mr Chubais, who was the chief architect of Russia's massive but controversial privatisation programme.

The fight over the future of Russla's privatisation agency is seen by many as part of a broader struggle between reformers and reactionaries. Mr Chnbais's assurances

that economic reform has not been blown off course come as an International Monetary Fund delegation arrives in Moscow this week to resume talks about supporting a toogh budget intended to stabilise Russia's economy this year.

But the Chechen war has raised doubts about whether western financial support will be forthcoming and has seem-ingly strengthened the infinence of the "power minis-tries", such as defence, which oppose the budget and want

greater government spending to be financed by central bank

Mr Chnbals acknowledged that the Chechen war and Mr Polcvanov's statements had sown confusion among Russia's businessmen and foreign investors and had blt the conours's fledgling stock markets. Foreign share purchases, which according to Mr Chn-bais were running at \$500m (£320m) a month in the antumn, have now fallen to less than a tenth of that.



Yeltsin aide sees sharp right turn

By John Lloyd in The Hague

One of President's Boris Yeltsin's advisers yesterday forecast a sharp turn to the right in Russia, with the decimatinn of democratic parties at parliamentary elections due later this year, as a result of the war in Chechnya.

Mr Emil Payin, the presidential adviser on ethnic relations, also said, "Conditions have never been so good for a coup in Russia. If there were a force organised to take power it would meet little resistance

He said that he had now "all but 100 per cent" decided to resign. The liberal aides to the president, he said, had been entirely cut out of decisions on Chechnya and all alterna-tive policies have not even been considered. Decisions are taken in a very narrow circle. There is a tiny chance of the appearance of a 'new Yeltsin' again committed to reform but it becomes smaller all the time. This can't go on much longer; and if nothing changes, I and very many others will

"The failure of the democratic parties at the next elections [due in December 1995] is now all hut certain. Probably that's true in the presidential elections as well, though these are further away [mid-1996]." Mr Payin was speaking to the FT during a symposium

sponsored by the Carnegie Cor-

poration and organised by the

Harvard Conflict Management Group at the Peace Palace in The Hague, dedicated to the numerous conflicts within the former Soviet Union.

Mr Mintimer Shaimiev, president of the Russian republic of Tatarstan and the most senior leader present, said that Chechnya was "a very large threat to Russian reform, no matter how it ends. It has made the other ethnic peoples in Russia

very worried.
"When the zinc coffins begin arriving back in Russia ynu will see a very tough reaction from politicians and from the

The participants at the symposium returned again and again to the Chechnya issue. However, Mr Valery Tishkov, a former Russian nationalities minister, said, "Democracy can continue to exist, and even grow in Russia if we can learn bow to live with the guerrilla war in Chechnya which is bound to come. It's certain that Russia is now going to join the club of nations - like Mexico, India and Great Britain which have to live with a guerrilla war".

Mr Payin said he had had talks with Mr Max Van der Stoel, high commissioner on national minorities for the Organisation of Security and Co-operation in Europe, on the possibility of international mediation in the Chechen cri-"There are some possibilities, but it is too early to say if

Two sisters still living in the centre of Grozny pass supplies down into their bunker yesterday, as

Waigel ally set to join Bundesbank board

A political ally to Mr Theo Waigel, the German finance minister, is likely to become a member of the powerful German central bank's directorate, political sources said at the weekend, Reuter reports from

Frankfurt. Mr Peter Schmidhuber, 63, a departing EU commissioner, has been nominated to join the seven-member Bundeshank board, said reports from within the Christian Social Union

Mr Schmidhuber, a member since 1952 of Mr Waigel's CSU, the Bavarian sister party of Chancellor Helmut Kohl's Christian Democrats (CDU), rose through the ranks in state and federal government. He then headed the Bayarian

state regional office in Bonn during Mr Franz Jnsef Strauss's lengthy tenure as Bavarian premier.

Mr Schmidhuber was appointed EU commissioner in 1987 and has been responsible for economic and budget policies. He has been especially active in supporting economically weak regions.

He will be replaced as commissioner by Ms Monika Wulf-Mathies, former head of the nTV German public service

At the Bundesbank, Mr Schmidhuber would occupy a newly created seat on the pow-

erful board. He is likely to be responsible for issues relating to phase two of the Maastricht treaty on European Union, the German press reported.

Phase two involves EU states striving to meet a variety of conditions showing steady currencies and economies with the aim of eventually working towards having their curren-

Party sources said Mr Schmidhuber had been nominated last week and the Bonn cabinet would take a decision on the nomination this week.

The Bonn government and the Bundesbank declined to comment on the possible nomi-

The directorate members. along with the regional central bank presidents, make up the Bundeshank council which deliberates on monetary policy every other Thursday. Bundesbank appointments are proposed by the government, reviewed at the Bundesbank, and then decided by the Bonn number more than 25 times in

German plans revive interest in Euro-satellite

By David Buchan in Toulouse

Germany's plans in join the French-led development of a military spy satellite system independent of the US has revived southern Europe's flagging interest in the pro-

Mr Julian Garcia Vargas, the Spanish defence minister, told a press conference in Toulouse on Friday that Spain, like Italy. was now reconsidering its decision to drop out of the Helios 2 programme, because with likely German participation "it would take on a very strong European character".

The Spanish minister was in Toulouse with his French counterpart, Mr François Léotard, to brief Mr Vniker Ruhe, the German defence minister, on the Helios 1 satellite, which has been built by France, Italy and Spain and which will shortly go to French Guyana for launching by Arianespace later this spring.

For his part, Mr Rûhe said Boun planned to make its decision by March on joining the satellite programme, perhaps by taking 10 per cent in the project for the Helios 2 optical/ infrared satellite and then "a significant participation" in a subsequent all-weather radar

Bonn's interest in a European system is understood to have quickened following its failure to get satisfactory information on last autumn's traul

Gulf from the US, on which Britain is still content in depend. Spaln and Italy, for their part, seem untivated mainly by a desire to appear to be part of a defence "bard core" with Iwn big European military powers, at a time when their participation in Europe's inner economic and monetary core looks increasingly remote. The financial constraints that led Spain and Italy in announce last year their exit from Helios 2 would be eased by Mr Rühe's indica-tion that Germany may now

take a stake. Mr Léotard stressed the importance of Helios 1 as "the first stone in the edifice of an autonomous European space system", noting that French military spending on space had increased by 35 per cent in 1993-5. With Italy contributing 14 per cent and Spain 7 per cent. France has paid the lion's share of the FFribn (£120m) cost of Helios 1, and if need be

But Paris Is keen to involve

ment's commitment to privatisation and foreign investment was put to the test. Instead it has risked the country's repu-tation and caved in to popular sentiment that the price was Budapest has faltered at an early is ready to pay the entire esti-mated FFr11bn for Helios 2. hurdle, reports -Virginia Marsh

German money and expertise in the more expensive redain satellite project. Bonn's participation is also vital for the outcome of the negotiations between the French state-nward Aérospatiale and DASA. the aerospace division of the private German group of Daimler-Benz, to merge their space satellite operations.

Euro Disney plans school for service

By Andrew Jack in Paris

Euro Disney, the operator of the Paris based theme park, vesterday confirmed it was considering opening a private university to train Europeans in the art of American-style customer service, even as it received complaints from frus-trated potential clients in the

The university would focus on skills relevant to the leisure and service sectors: notably the hotel, catering and retailing johs which dominate park. It draws on inspiration including the training school operated by McDonald's, the fast-food franchise, in the US. However, in an embarrassing

development, there were concerns from the UK yesterday that Euro Disney's own services to clients left something to be desired, with complaints that the inquiry telephone lines advertised as part of a recently launched marketing campaign were under-staffed. One businessman said he had tried to call the phone

two weeks, but niways either obtained an engaged tone or left an answering machine message that was not returned. Repeated attempts by the FT to speak to an operator yesterday failed because the line was always busy.

Euro Disney said last night that there had been so many calls to the phone lines including 1,300 on Thursday that there was "a temporary hlip in the system". It stressed that an outside contractor was operating the service and it was making efforts to improve

The new university would be on a campus site next to the theme park in the eastern suburbs of Paris, with residential courses of between six months and one year mixing academic teaching with on the job train-

While the primary aim would be to train Euro Disney staff, the company has also held discussions with n number of other large service-oriented companies, including fast-food retailers and credit card providers, about joint

min

mer centern bloc. The doubts come as the country is facing competition for foreign invest-ment from the Czech Republic and Poland and just as western investors are re-assessing their exposure to emerging markets in the wake of the financial crisis in Mexico.

Hungary, which has attracted some \$7hn (14.4hn) in foreign investment in the past six years, would be particularly vulnerable to any change in investment patterns. The country, the most indebted per capita in the former Soviet bloc, has relied heavily on foreign capital to modernise its economy and aims to use privatisation revenues to reduce its huge foreign debt which, in gross terms, rose to \$28bit last gross domestic product.

ment is hudgeting for around 31hn in direct foreign investment and for more than \$1.2bn from sales of state companies. np from less than \$300m in 1994. Even with these extra revenues, the budget deficit is put at 5.5 per cent of GDP.

The extra funds are due to come mainly from the first wave of energy sector privatisation approved by the cabinet last November. The govern-

However, the HungarHotels debacle is only the latest in a series of events which have worried the business community. Two months after the resignatinn of the central bank governor - also after political pressure - the coalition has yet to agree no a new candidate. The budget for 1995 is widely considered unrealistic

Many doubt the government will achieve this year's privati-sation target now that Mr Hartha, an ex-central bank governor and former bead of Banque Indosuez' local operation, is no longer in charge. Aside from HungarHotels and the energy companies, the only other

"Even if HumarHotels was a one off case, as the government claims, the fact that Mr Bartha has been removed will inevitahly lead to delays and uncertainty," one western analyst said. "It will be hard to find someone who enjoyed as much

in the calinet. Mr Laszlo Bekesi, the reform-minded finance minister, as well as the junior coalition partners, the liberal Free Democrats, backed Mr Bartha's decision to sell the hotel chain and warned its can-

Power struggle comes to head with vote on commissioners Mr Poul Schlüter, a former

By Lionel Barber in Brussels

The power struggle between the new European Commission and the European Parliament comes to a climax this week when MEPs vote on whether to approve the new 20-member executive body headed by Mr Jacques Santer. Mr Santer is set to defy par-

liamentary calls for a reorganisation of portfolios, despite threats by dozens of MEPs to abstain or vote no on Wednesday. The battle has exposed cultural as well as political fault lines in Brussels.

Ms Ritt Bjerregaard, the out-spoken Danish nominee for environment commissioner and a Social Democrat MP in Denmark, is emerging as a key source of controversy. She is under fire for making disparag-

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ing comments about the parliament and failing to give adequate assurances on future co-operation.

But these charges have enraged snpporters who say her attachment to national parliamentary powers reflects healthy Nordic independence. They have also raised questions about the fairness of the parliamentary confirmatino hearings of the individual Commissioners which ended

to further changes remains strong,

particularly as the most recent

reforms, negotiated in 1992 under Mr

Ray MacSharry, then agricultural commissioner, are not all in place.

Four reports released today are

aimed at the next possible round of

debate on CAP and EU enlargement.

The new Commission will this year

have to address how to integrate the

agricultural sectors of the EU and the

central and eastern European coun-

The reports set out to address two

issues: the feasibility of extending the

CAP to the Czech Republic, Poland,

Slovakia, Hungary, Bulgaria and Romania; and conditions in the agri-

cultural sectors of the six states and

what reforms are needed ahead of

The authors are unanimous that

reform of the CAP is necessary. They

reach this conclusion after examining,

and dismissing, a number of options.

A separate CAP designed for the

accession to the EU.

They reject the following:

lnng-serving Danish prime minister who was elected last year to the new 626-member Strasbourg assembly, leapt to Ms Bjerregaard's defence: "We have a Nordic tradition of answering yes or no. If we cannot promise the EP more power, we say so."

Commission officials noted, tno, that both other Nordic nominees - Mr Erkki Liikanen and Ms Anita Gradin - have been singled nut for refusing to

give MEPs assurances nn nock former UK Labour party future policy and co-operation because the Commission is a co-operation with the parliacollegiate body. Mr Padraig Flynn, the Irish

social affairs commissioner for social policy, has also complained of being "ambushed" by women's rights activists in the parliament who want to strip him of his responsibility for equal apportunity policy. By contrast, MEPs gave glowing reports nn commissioners such as Mr Neil Kin-

ment and proclaimed their independence from national capitals.

Three Commission nominees who were formerly MEPs - Mr Martin Bangemann of Germany (information technology). Mr Marcelino Oreja of Spain (institutional affairs), and Mr Christos Papoutsis (energy) - also won easy rides. ity, akin to UK-style cabinet MEPs' demands for a reor-

ganisation of the Commission portfolios for development, equal opportunity and human rights - plus the criticism of Ms Bjerregaard - pose a problem for Mr Santer. He was advised by Mr Jac-

ques Delnrs, outgoing president, that hearings on individual commissioners went beyond the scope of the Maastricht treaty and could undermine the principle of collegialresponsibility. But Mr Santer

chose to go ahead in the spirit of npenness and co-operation with the parliament. If Mr Santer caves in to par-

liamentary pressure in order to secure a vote of confidence on Wednesday, he risks having his authority weakened.

Last July - before the admis-sion of Austria, Finland and Sweden - Mr Santer's nomination as president to succeed Mr Delors was approved narrowly by 260 to 238 votes.

Seeking an agricultural policy for a wider EU

Vokes more anguish than reform of the Common Agricultural Policy. All previous changes to the system, which consumes half six countries to operate alongside the existing CAP. This is dismissed costs for the EU; the creation of inflatory payments from production and costs for the EU; the creation of inflathe EU's Ecu70bn (£55bn) annual budbecause it would require a complex tionary pressures in the economies of get, have met strong resistance and have only become reality after long and agonised negotiations. Resistance

system of border controls to maintain price differentials as well as suppress the agricultural sectors of the new Different countries could be admitted to the EU when deemed ready. This is considered unacceptable because it would simply mean a delay in confronting the problems of integration and would involve extra

negotiating costs. Membership of the EU without CAP. Although Professor Allan Buckwell, one of the reports' authors, argues this would eliminate all agricultural problems, it appears incompatible with the Treaty of Rome and would make nonsense of the move to a single market. Two of the authors, Professors Tangermann and Josling. concur that sacrificing the principle of the single market would be a serious economic disadvantage and would constitute a "second class citizenship"

for the six countries. · Extending the CAP in its present form. Although the authors agree that early membership of the EU would benefit economic reform in the six the new entrants leading to negative economic, social and agricultural effects; and conflicts with the Gatt commitments of the EU. One of the authors, Prof Secondo

Tarditi rejects the option of extending an unreformed CAP nn political as well as economic grounds. Referring to it as the "fortress Europe strategy" he argues the six would be required to change from their previous command-economy regimes to a com-mand-economy-biased CAP. This would imply the very type of economic inefficiency and inequitable income distribution from which they are seeking to escape."

Il the reports argue that the CAP is changing and faces I further reforms, irrespective of any enlargement, as a result of the EU's commitments under the Catt agreement. The impetus for change is there, however unpalatable, they argue, and should contain the following elements:

no support prices or support prices close to world market levels; countries, they argue this would have • further decoupling of compensa-

their reduction over time; national responsibility for income support payments and payments for environmental services.

Prof Buckwell argues that a high price regime would require severe supply controls in the six countries. This would lead to more administrative interference, freezing agricultural output at arbitrary levels while it was still developing and a sharp rise in consumer prices.

Keeping prices at or close to world market levels, on the other hand, would negate the need for a raft of quotas, set-aside and subsidy limits. The authors suggest, with some differences of nuance, that loss of income support through reductions in price support could be overcome by substituting direct payments linked to "qualifying criteria" and not to production as is now the case.

Financial responsibility for these payments should be handed over to member states, says Prof Tarditi, as do Prof Tangermann and Prof Josling. Prof Buckwell suggests that "part of the cost of raising farm incomes could come directly from national budgets if countries wished to raise incomes above whatever the EU deemed necessary (or can afford)."

All four papers prescribe programmes of action for the entrant countries ahead of accession. These include implementing a strategy of low support and protection for farmers, improving competitiveness in the agricultural sector by widening the scope of private market participants, improving rural banking to overcome liquidity problems in agriculture, and establishment of a common agricultural market among the six.

The EU for its part should cease subsidised exports to the entrant countries. It should also use its associatinn agreements with them to inte-grate production, trade and policies ahead of accession.

Although the reports are likely to contribute to the debate on agricultural reform, many of the suggestions have been mooted previously and strongly resisted by European farm lobbies as well as the agricultural directorate in Brussels.

In the words of an agricultural com-missino official: "We need political decisions first." That might be difficult to attain. Reports by Allan Buckwell of Wye College, University of London, UK; Stefan Tangermann, University of Göttingen, Germany: Secondo Tarditi, University of Siena, Italy; Louis Mahe, University of Rennes. France

too low. This is very discouraging and not only that - in dismissing Ferenc Bartha (privatisatinn commissioner, the government has tost one of its few genuine technocrats." The concern is that the Socialist-Liberal government's failure to move ahead with reform will wipe out Hungary's carly advantage as the piencer of market-led change in the for-

This year alone the govern

ment is aiming to sell off most of the sector including major-Ity stakes in the country's gas and electricity distribution and power generation companies by the end of its term in 1998. Investors had expected more from the coalitlon which unseated a highly unpopular conservative administration in general elections last May with promises to make government more professional and to speed and clean up privatisation.

and will not be enough to secure a new lending agreement with the International Monetary Fund.

large privatisation in the pipe-line is the long-planned sale of a majority stake in Budapest Bank, one of the country's bly gest commercial banks.

support in political and busi-ness circles. The removal of Mr Bartha has also exacerbated tensions

cellation would have a "dangerous impact on investor con-fidence".

Fears for

Virginia May

32 F

Japanese may Hong Kong wakes up to cost of dollar link defy US on Simon Holberton on fears of higher interest rates after the money market squall day, he departed from a speech that central rate, which is a control of cost of dollar link but some investment managers. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. On the morning of Octo- Hong Kong dollar control to the oct. loans to Iran

By William Dawkins in Tokyo

is considering Japan resumption of delayed official loans to Iran, in defiance of appeals from the US, Britain and Israel which are concerned over the Tehran regime's alleged terrorist links.

Mr Tomiichi Murayama, Japanese prime minister, hinted at a decision on this potential irritant to US-Japan relations after his return from a summit with President Bill Clinton, when he said it was "necessary to support the moderates" in

Iran.
Mr Warren Christopher, US secretary of state, had urged the Japanese leader to be prudent over aiding Iran because of its funding for international terrorism. Mr Murayama accepted the US argument, yet said it was "important to have Iran open to the world".

The Japanese government has set itself a deadline, by the end of this month, for a final decision on an overdue \$460m (£294.8m) second tranche of a soft government loan for a \$1bm Iranian hydro-electric dam, originally scheduled for payment last May. Further delay might damage the project, important to Iran's policy of updating power supplies for its growing industrial needs, said a government official over

Tokyo had postponed disbursement last year, to mull over its allies' intelligence reports that the ostensibly moderate regime of Akbar

ing extremist Islamic groups, and that it had used to fund the Irish Republican Army and other terrorist organisations. Washington does not want to pick an open row with Japan over this, which is one reason why Tokyo might feel it can afford to take an independent line, as it is doing in some other foreign policy areas. Yet US officials admit privately

that Japan's lending to Iran is a problem. Japanesa officials point to the need to ensure stability in the Middle East, though critics suspect Tokyo is over-sensitive to the fact that more than half of Japan'a oil comes from the region. Just 8.4 per cent of Japan's oil comes from Iran.

Japan's foreign ministry has an influential supporter of Mr Rafsanjani in the shape of viceminister Mr Kunihiko Saito, its most senior bureaucrat and a former Japanese ambassador to Iran. However, the director general of the division responsible for Iran stepped down recently, in a routine job rotation, to be replaced by a diplomat with a strong US back-ground, Mr Kensaku Hogen.

Japan kept the US embargo on official loans to Iran for 17 years until 1993, when it agreed to back the dam, to be built by Japanese contractors, on the Karun river south of Tehran. Tokyo disbursed the first \$364m tranche of the loan in May 1993, to fund consultancy and design for the project. The second tranche is for machinery, while the final part Hashemi Rafsaniani was fund- would be for construction.

Against the \$ (HK\$ per \$) 747 was parked at Hong Kong's Kai Tak airport carrying a 20ft container filled with dollars. Its presence in Hong Kong was part of the plan to make good Hong Kong's promise - unveiled the day before - that \$HK7.80 of

local money could be redeemed

There was never a need to unpack the container and Hong Kong's currency link has endured since. It waathered storms sparked by the 1989 Tiananmen crackdown in Beijing and the Gulf war of January 1991. But the currency market squall which bit Hong Kong late last week has raised new questions over the colony's exchange rate management. Last week the Hong Kong Monetary Authority (HKMA) stepped into the local money market, forcing up short-term

interest rates to defend the

local dollar. By Friday this

9 January 1995

ful. The Hong Kong dollar ended at SHK7.749, compared with an 18-month low of HK\$7.77 during trading on Thursday, and was still on the "strong side" of its HK\$7.8 central rate.

To underline the authorities' determination to hold the exchange rate, Mr Joseph Yam, chief executive of the HKMA.

day, he departed from a speech he was giving to the Economics Association to criticise the "speculators" who had sold the Hong Kong dollar. "I was annoyed and we will make

them pay," Mr Yam said. He explained how the monetary authority had engineered a shortage in the inter-bank money market on Thursday and Friday. This had the effect of sending Interest rates up and costing speculators dearly when they were forced to cover their short positions. Over-night money peaked at 13 per cent on Friday before settling down to 6 per cent at the end of the day.

"I want thosa who went short of Hong Kong dollars to pay in a way that will not affect people on the street." Mr Yam said. "That's why we tar-geted the inter-bank market." Critics and fans of the link to the dollar believe that it will survive the current turbulence.

The government of Hong Kong,

Britain and China all support

tha central rate, which is a symbol of stability for the colony at an otherwise uncertain

The Peopla's Bank, China's central bank, has a close relationship with the HKMA. The latter has provided assistance to Beijing in matters as varied as banking law and currency market dealing. Mr Chen Yuan, deputy governor of the People's Bank, on more than one occasion pledged Beijing's support in the event of financial instability in Hong Kong. The colony's currency

arrangements have been so successful that Argentina and Estonia have embraced a similar technique for managing their respective exchange rates. Estonia has fixed the kroon in terms of the D-Mark (DM1=Kr8), and Argentina the peso in terms of the dollar (\$1=

These fixed exchange rates are underwritten by boldings of foreign currency, as is Hong

This is the "currency board" system whereby country A's currency is fixed in terms of country B's and backed by official holdings of B's currency equal to the value of outstanding bank notes. Such a system existed in Hong Kong from 1935 until 1972, when sterling floated and the "sterling zone"

which included Hong Kong,

dissolved.

In such a system of monetary union, in theory at least. interest rates should be the same as the anchor currency's domestic interest rates. In practice, Hong Kong's interest rates have tracked US rates (sometimes trading below, sometimes ahove) depending on investor sentiment.

Sentiment now requires Hong Kong to pay a premium over US rates to maintain the \$HK7.8:\$1 link. The question which economists and investment managers were asking over the weekend was how high will interest rates have to

but some investment managers say that Hong Kong is now paying for years of monetary excess, brought about by linking the two dollars, and that interest rates will have to go a iot higher. Mr Peter Everington, of fund managers Regent Pacific Group, argues that an asset bubble was pumped up in Hong Kong over the past four years and is in the process of bursting. Higher interest rate may hasten that process.

He notes that Singapore coped with capital inflow during the period 1990-94 by allowing its exchange rate to rise 30 per cent against the dollar and keeping inflation under control In the same period Hone Kong absorbed a greater amount of foreign capital with no change in its exchange rate. This surge in liquidity in Hong Kong caused "rampant inflation" and a bubble in stock and property prices of Japanese proportions during the late

Britain offers £1bn export credit guarantees to China

By Simon Holberton in Hong Kong and David Owen in London

Britain is making available £1bn worth of new export credit guaran-

tees to China in a five-year package designed to encourage trade in the telecommunications sector. The commitment was made last October in a memorandum of understanding between the Department of Trade and Industry and Wuhan, an

industrial city on the Yangtze river.

guarantees had not yet been drawn on but that a number of "follow-up meetings" would take place "in the next few weeks". It said there were a number of signatories to the memorandnm including GEC Marconi, GPT, Northern Telecom Europe and Pirelli Cables. It said the deal came out of a visit to China by Mr Richard Needham, trade minister, to 1993.

tingent on UK companies first win-ning business in Wuhan. They denied that there was any connection between the Wuhan agreement and a visit of Mr Qian Qicheo, China's foreign minister, to Britain this year, or the desire of the British government for better bilateral relations with

The agreement was not publicised British officials in Hong Kong last October because some UK compastressed that the promise to under- nies requested that it be kept confi-

business in other parts of China would not be jeopardised, they said. Mr Francis Cornisb, senior British trade commissioner in Hong Kong, said the memorandum was a "document of intent" rather than one of commitment. It covered the desire of both sides to see British goods used in Wuhan's development and included an "in principle" agreement

to cover such purchases with export

"It is not a deal in itself but a mechanism to cover deals as and when they are done," he said. As well as telecommunications, the Wuhan memorandum covers automotive parts, power generation. pharmaceuticals and port development.

The Export Credits Gnarantee Department provides guarantees to UK industry on exports of about £13bn. China bas always been a priority market and sales to the value of £1.5bn are currently insured.

Tyre group bows to Clinton move

By Richard Waters in New York

Bridgestone, the Japanese tyremaker, bowed to pressure to resume talks over a labour dispute in the US this week after a strongly worded inter-vention by President Bill Clinton. The move capped a week of growing anger in the US the company to return to nego-

Mr Clinton and Mr Robert Reich, US labour secretary, had attacked the Japanese company over its decision to hire permanent replacements for members of the United Rubber Workers union, who have been on strike at five of the company's sites in the US since the middle of last

The company has already hired 2,300 permanent replace-ments for the 4,000 striking workers, and said that 800 union members had now crossed picket lines to return

The company's actions threatened to "sow seeds of can extend far beyond their

company, undermining labourmanagement relations across the land," Mr Clinton said late on Friday.

The public statement came after a number of approaches to Japanese officials by the Clinton administration last week, all of which were rebuffed. Also, Mr Reich was rebuffed in his attempts to set up a face to face meeting with Bridgestone's US operations, Bridgestone/Firestone. "By bringing in permanent replace-ments for their workers who are on strike, while refusing to come to the bargaining table. the management of Bridgestone/Firestone is flagrantly turning its back on our tradition of peaceful collective bargaining to solve labour dis-putes," Mr Clinton said.

Talks between the company and union representatives will resume before a federal mediatory on Wednesday. However, the talks are non-binding, and a company official hinted heavily that it was now too late to reverse the decision to hire non-union replacement workers. "Thay don't realise that the train has already left

the station," he said.

Washington seeks opening to India and Pakistan Cabinet visits aim to dispel long-term suspicions on the sub-continent

succession of cabinet-level visits may not eliminate suspicions that have marked US relations with India and Pakistan for decades. But US officials hope that Commerce Secretary Ron Brown this week, following on from Defence Secretary William Perry last week, may at least have opened the door in a region Washington sees as, potentially, among the world's most dangerous points of con-

The US's principal security concern remains the nuclear weapons programmes of both India and Pakistan. Given the tension between the two counputed territory of Kashmir, the pursuit of nuclear technology is seen as taking the region very close to an extremely dangerous threshold.

The military co-operation agreements Mr Perry signed last week with both India and Pakistan fall a long way short of the Clinton administration's more ambitious security goals. These include persuading both countries to join the Nnclear Non-Proliferation Treaty, due to be renewed this year, or at least not to deploy ballistic missiles capable of carrying nuclear warbeads.

But the difficulty in balancing relationships with the two countries was highlighted yesterday when the Indian government told Pakistan over the weekend to withdraw 15 of its staff members from Pakistan's Pakistan in 1990 over concerns high commission in New Delhi. The move was apparently in retaliation for Islamabad's decision to close down the Indian consulate in Karachi

last month, senior Pakistani officials said yesterday. Both sides have often traded accusations of using diplomatic missions as a source of

Washington, Shiraz Sidhva from New Delhi and Farhan Bokhari from Islamabad

George Graham

reports from

fomenting trouble in each other's country. Pakistan's decision to close the Indian consulate was justified on the grounds that it was being used as a location to encourage violence and terrorism in Karachi, while Pakistani diplomats at the country's mission in New Delhi have been expelled on charges of alleged espionage. Pakistan's Prime Minister Benazir Bbutto described Mr

Perry's visit last week as a

"landmark" showing that both countries had left behind the

"Pressler amendment" - the

US law which balted aid to

that Islamabad was producing nuclear weapons.

The revival of a high powered bilateral "consultative group", virtually abandoned in 1990 at the time of the US aid cut off, for Pakistan marked the high point of the visit. The group, representing senior defence officials from both sides, will meet periodically to discuss plans for joint military exercises, security issues in the region and exchange intelli-

gence information. Pakistan's demand for the 71 F-16 fighter aircraft and other military hardware, held up by the aid cut-off, is expected to be the top agenda item when the consultative group meets, sometime during the next couple of months.

The latest developments come as both the US and Pakistan appear to be increasingly convinced over reviving their relations, which reached a high point during the Cold War, especially when they co-operated in opposing Soviet occupa-tion of Afghanistan. A complimentary Mr Perry described Pakistan as the "key to peace and stability in the region", "a model of moderation to the Islamic world" and a "key in its actions relative to non-pro-



US Commerce Secretary Ron Brown, on a six-day trade mission to India, at the memorial to Mahatma Gandhi in New Delhi yesterday. He stressed the common commitment to non-violence of the Mahatma and civil rights leader Martin Luther King, whose birthday was celebrated in the US over the weekend.

Mr Perry was also full of out there waiting to come in-public compliments for India, The future that comes in could stressing to his hosts that the US was keen to establish strong relations with India, China and Russia in the wake of the Cold War. "The future is

be a future of continuing contan. Or the future could entail evolving co-existence leading to peace and stability in

the region," Mr Perry sald. While the nuclear non-proliferation issue remains unresolved between India and US, Mr Perry said the US understood that India was very "finely tuned" to the risks of proliferation. He added that the purpose of his visit to the region was not to put pressure on either country on the NPT issue, and that mutual security concerns could be addressed despite differences in this area. Mr Narasimha Rao, Indian prime minister, made It clear to Mr Perry that India was not ready for third-party mediation on Kashmir. India has maintained that the Kasbmir problem is a domestic one, accede to Pakistan's demands for talks on what Pakistan terms a "disputed territory".

Mr Perry said the US was encouraged" by recent steps taken by the Indian government to improve the situation in Kashmir. "We are particularly encouraged by the recent release of Kashmiri leaders and the decision to let them travel abroad," be said.

However, the defence secretary categorically turned down India's demand that Pakistan be put on the terrorist list for encouraging the separatist militants in the valley. "The evidence available to the US does not support the argument that Pakistan should be put on the terrorist list," Mr Perry

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Dow Jones Kelerate

Slovo's funeral marred by graveside chaos

By Roger Matthews and

Chaotic graveside scenes yesterday marred the state funeral for Mr Joe Slovo, the South African communist party leader and housing min-

Thousands of mainly hlack mourners pushed past marshals in an effort to reach the burial site in Soweto's Orlando cemetery, making it impossible for President Nelson Mandela to attend the last rites for a man he had earlier called his "comrade, friend and hrother".

Although order was eventually restored, Mr Cyril Rama-phosa, the African National Congress general secretary who helped stand in for Mr Mandela, described the crowd behaviour as "disgusting". Earlier, at nearby Orlando

stadium, Mr Mandela - twice pausing to dry his eyes - led the tributes to Mr Slovo. He described Mr Slovo as "a patriot, father, fighter, negotiator, internationalist, theoretician and organiser", qualities which made him "one of Africa's great revolutionaries". It was a tragedy, said Mr Mandela, that his abilities had been recognised so late by many members of the white

Some of the tensions of postapartheid South Africa were apparent. A leading trade unionist angrily denounced a

secret amnesty, revealed last week, given to 3,500 security force members by the former white minister, Mr Adriaan Vlok last April, and also called

for a more radical economic

Mr John Gomomo, president of the congress of South African trades unions (Cosatu). recalled that Mr Slovo's first wife had been killed hy a letter bomh and subsequent attempts had been made on his life. If amnesties were to be considered, those seeking them should first outline the crimes they had committed, he said; the trade union movement would never accept such hlanket amnesties.

The Sonth African Communist party, of which Mr Slovo was chairman, the ANC majority party and the trade unions yesterday all claimed Mr Slovo for their own. The claims underlined his skill in bringing together the three main strands of the pro-democracy

movement Mr Gomomo's address bad more rbetoric than substance, but reflected labour's concern about government's capacity to deliver election promises. In particular, bis speech illustrated the division which Mr Slovo was uniquely able to bridge, combining his revolu-tionary credentials with pragmatism and negotiating talent, a combination the government

Nigeria in policy U-turn

Budget measures set out aim of 'guided deregulation'

By Paul Adams in Lagos

Nigeria's 1995 hudget, unveiled over the weekend, has reversed many of last year's failed attempts to regulate the econ-omy by abolishing foreign exchange controls and restrictions on foreign investment. The aim is to promote private sector-led growth and reach agreement with the International Monetary Fund and official creditors.

The U-turn in Saturday's hudget speech hy Gen Sani Abacha, the head of state, was part of a new policy of "guided deregulation". But he also announced the abolition of the 1962 Foreign Exchange Control Act and of the Nigerian Enterprise Promotion Decree which limits foreign equity in many Nigerian companies to 40 per cent or 60 per cent.

"It is the most sweeping deregulation that I can remember, hut first we have to see how it is implemented," said a senior Nigerian industrialist yesterday.

The budget is closely in line

with the proposals of the cen-tral bank of Nigeria and follows a recent visit hy Mr Anthony Ani, acting finance minister, to the IMF.

Until the central bank produces its guidelines it will not be clear how the reforms are to be implemented.

Economists say the revenue and spending estimates in the budget speech are unlikely to be accurate, but the finance minister's speech in Abuja today is expected to give more



Gen Abacha: announced abolition of curbs on foreign equity

accurate details of the fiscal hudget and of the new tariff structure, which, according to Gen Abacha, will be more liberal and reduce duties.

Gen Abacha also announced the closure and transfer to the control of the central bank of all the dedicated accounts, into which much of Nigeria's oil revenue has been diverted for the last seven years. The use of these accounts was a large obstacle in negotiations with the creditors.

Nigeria has external debts of \$29bn (£18.7bn) but is not servicing its debts to the Paris Club try affected the whole economy

of sovereign creditors, which is owed more than half the total; a further \$5bn has been in arrears since 1992.

Rescheouling, deot relief and concessional aid are all conditional on the agreement of a medium-term programme with the BIF, which was ruled out by last year's economic mea-Better management of the oil

industry will be crucial and will have a considerable bearing on the foreign exchange market

The downturn in the indus-

and contributed to the devaluation of the naira. Last year the oil companies cut investment because of the unfavourable exchange rate and the failure of their majority joint venture partner. Nigerian National Petroleum Corporation, (NNPC), to meet its share of the operations' costs. The unfavourable exchange rate also kept offshore an estimated \$500m earmarked by the international oil companies for local costs.

Arrears by NNPC averaged \$800m over the year and the joint ventures budgets were scaled down.

The government has retained the heavily overvalued official exchange rate of N22 to the dollar, but the allocations of foreign exchange at that rate to the private sector have been scrapped.

The parallel market for foreign exchange and inter-bank dealings are to be allowed to

operate legally again. The market value of the naira by the end of December was around NS5 to the dollar. While this will be the quickest change to implement, implications of some of the other measures is not yet clear. But it could open up Nigeria's rela-tively large but dormant stock market as an emerging market if direct foreign investment were allowed, once procedures have been modernised.

Repeal of the foreign exchange act could also legalise the already substantial flow of Nigerian capital into offINTERNATIONAL NEWS DIGEST

Oslo under fire on bank stakes

Norway's banking community has condomised the minority Labour government's draft legislation to lighten its grip on Den norske Bank and Christiania Bank, the country's two largest commercial banks. The controversial proposal seeks to overhaul existing law by allowing the state to retain indefi-nitely unlimited shareholdings in the two banks.

The state holds a 72 per cent stake in DnR and 88.9 per cen of CBK built up over the past three years when it rescued the banks from collapse during the sector's deepest crisis since the second world war. Last year, however, the government declared an end to the banking crisis and pledged to reduce state shareholdings in DnB and CBK to just over 50 per cent

this spring and, later, in 33.3 per cent.

Current law allows private investors to hold individual stakes of up to 10 per cent in the banks but the draft proposal exempts the state from such rules. The Norwegian Banks' Association warned that the proposed legislation would distort competition within the banking sector. The NHA also pointed out, together with the Confederation of Norwegian Business and Individual the proposal violates the European Economic. and industry, the proposal violates the European Economic Area (EEA) agreement between the European Union (EU) and the European Free Trade Association (Efta), of which Norway is a member. Karza Fassii, Oslo

Spaniards 'want election'

A weekend opinion poll published by the influential El Pais newspaper indicated that most Spaniards want a map general election and the replacement of Mr Felipe Goardier's minority Socialist government by a new administration led by conserva-tive opposition leader Mr José Maria Aznar. The evidence of a growing loss of public confidence in Mr González, as his government sinks into despening political scandals, contrasts with renewed statements by the prime minister that he intends to serve out his full term until 1997, and with assurances from the Catalan nationalist party that it will continue to back the embattled administration. Tom Burns, Modrid

Bond accused of fraud plot

Mr Alan Bond, the bankrupt businessman and one of the high-flying Australian entrepreneurs of the 1980s, was charged at the weekend with seven offences under the Australian Criminal Code and Western Australian Companies Code. The charges - which range from conspiracy to defraud to three counts of improper use of a company director's position relate to the use of Bell Resources funds after Bond Corporation acquired control of the group from Mr Robert Holmes i

The Australian Securities Commission, the securities industry watchdog which brought the charges, alleged that the alleged criminal behaviour involved funds exceeding A\$1bn. hir Bond was released on A\$500,000 (\$246,300) ball, and was required to surrender his passports. His lawyers said later that the charges would be fought "to the death". Mikki Tost.

Serbs break Sarajevo pledge

Key access routes to Sarajovo yesterday remained closed despite a piedge by Bosnian Serb leaders to re-open them as part of the New Year's Day truce. General Sir Michael Rose, UN commander in Bosnia, met Bosnian Serb leaders in Pale. their mountain stronghold above Sarajevo, to find out why without any warning - they had gone back on their promise to allow the routes to open yesterday morning. Gen Rose also discussed the latest setback in implementing the ambitious truce: an announcement by Gen Ratko Mladic, Bosnian Serb commander, that he was banning the passage of relief convoys through Serb-held lands to the three Moslem enclaves in east Bosnia. Meanwhile, the ceasefire was shattered when Serb forces shelled Bihac, killing at least six people.

Mubarak in Yemen talks

Eric Watkins, London

US guarantees give Mexico a silver lining

The planned package would bring big savings on debt securities, reports Lisa Bransten

t is ironic that for Mexico the ability to issue longerterm investment-grade debt may come not from restructuring and fiscal discipline, but from economic crisis. That will be the result if the US Congress agrees to a loan guarantee package of as much as \$40bn (£25.6bn) to help Mexico to emerge from under the burden of its short-term, dollar-pegged securities known

Discussion of snch a programme - similar to a \$10bn 1992 - has been enough to stem, for the moment, the economic crisis that has plagued Mexico since it devalued and then floated its currency in the middle of December.

"The size of the package is just astounding," said one emerging market economist. But she was cautious about the long-term implications: "The initial reaction was euphoric, but I think people are now

Against the S (pesas per S)

going to take a closer look." The two most important elements of the guarantee programme are the access It would give Mexico to a new class of creditors and the huge savings in financing costs it would present to Mexican offi-cials. Only the details of the implementing legislation will tell exactly how much the Latin American nation might

Israeli debt Issued under that country's programme trades almost like debt issued by US government agencies and is therefore beld even by very risk-averse investors. Although Israel was not in

economic crisis when its guarantee package was completed, it would have been nearly impossible to find buyers for long-term Israeli debt, says Mr Eliahu Zitouk, Israel's chief fishemisphere. So far the guarantee has

allowed Israel to issue almost \$4.4bn of debt at very low interest rates given that the country does not yet have an official rating from either of the two major US credit agen-

Guaranteed Israeli five-year paper trades for about a quar-ter of a percentage point - or

25 basis points - more than US

treasury paper of similar matuity. Analysts at Salomon Brothers. which maoaged Israel's first issue of guaranteed debt, estimate that, without US backing, the country might have to pay creditors 1.2 percentage points or more over

In Mexico, where interest rates have soared amid the crisis, they believe the savings could be nearly 6 percentage points on 10-year paper. But, like Israel, which can

only issue \$2bn worth of guarprobably face restrictions on the amount of debt it will be able to issue a year because US officials say they want the existence of the programme, not substantial use of it, to stop the damage to the tesobono market.

Without limits, Mexico would probably draw on all the guarantees available, says Mr John Purcell, head of emerging market research at Salomon

Brothers, "You don't know how much would have to be used if the (tesobono) market settles down, but you are never going to get anything cheaper than that, so the temptation would be to use it."

Also, US politicians have promised that the programme will not cost the taxpayers any-thing, which means Mexico would have to pay a fee to cover whatever Congress sets aside to cover the risk of default. Israel pays a one-time 4½ per cent fee on all its guarmate Mexico might pay as much as 9-10 per cent because of the greater risk. That would mean Mexico would pay the US government \$90m to \$100m for each \$1bn of debt issued under the programme.

Other important issues for the Mexicans, says Ms Joan Camins, who led the Salomon Brothers team on the Israeli package, include how quickly investors would be repaid in

the case of a Mexican default, In Israel's case there would be a lag of several days after a default before the US treasury would make good on the bonds.

Another clement of the Israeli package is that It includes a great deal of flexibility in terms of the maturity and form of paper the country is able to Issue, which has allowed the Middle Eastern nation to put out everything from two- to 30-year securities with several different payment

"Israel was able to take advantage of the full creativity of Wall Street in structuring transactions," says Mr Steven Tepper of lawyers Arnold & Porter, which has served as counsel to Israel since the establishment of the pro-

"If the legislation for the Mexican package is similar to Israel's it will be a good thing

Yemeni President Ali Abduliah Saleh held urgent talks with Egyptian President Hosni Mubarak yesterday to defeas his country's border crisis with Saudi Arabia, officials said. Unconfirmed reports add that the two Arab neighbours continue to reinforce their troops along their border, following armed clashes earlier this week. A Saudi officer and up to a dozen Yemeni soldiers are said to have been killed in the latest outbreak along the border, disputed since 1934.

INTERNATIONAL PRESS REVIEW

Newt's mum sparks fit of angst

UNITED STATES By Jurek Martin

ft is not news any more when the press makes the news rather than reporting it. But the US stands alone for exhibitions of media angst and self-criticism when some of the time-honoured rules appear to

Three incidents currently bave journalistic tongues clucking overtime: the circum-stances of the TV interview in which Mrs Kathleen Gingrich was induced to reveal her Speaker son's low opinion of Mrs Hillary Clinton; tha First Lady's interview last week with a group of women journalists; and the cheerleading appearance of a well known pundit at a rally in favour of term limits in Congress.

The first controversy centres on whether Connie Chung, the CBS anchorwoman, went "off the record" with Newt's mother in using the words "just between you and me". Mr Gingrich accused the interviewer of deception and a fair number of her television brothers and sisters agreed, albeit with qualifications. Lisa Myers of NBC and John

Cochrane of ABC spoke of "an honeat mistake" on Ms Chung's part, but added that the phrasing of her question, to be answered in "a whisper" amounted to, according to Ms Myers, a promise and you have to stick with that". Bob Schieffer, her CBS colleague, came to the defence, arguing that if Ms Chung thought Ms Gingrich believed she was off the record (though the cameras were rolling) "she would never have used that quote".

Not that the First Mother appearsd bothered; she promptly did the round of sev-



Newt Gingrich's mother seemed unruffled at revelations of her son's (right) view of Hillary

eral TV shows and cheerfully repeated avarything in anything but a whisper. Last week, the First Lady

had 11 women reporters and columnists round to the White House for lunch (tomatoshrimp soup and curried chicken). Nobody made much of a meal of the story the next day except for the New York Times, where it appeared at the top left of the front page under the headline "Hillary Clinton seeking to soften a barsh image". It opened with the phrase: "Saying that she is eager to present herself in a more likeable way..."

The subsequent controversy was partly over whether Mrs Clinton had said what she did, but, much more, over wbether and when she had been on or off the record. The other 10 present and Mrs Clinton's press secretary were virtually unanimous in charging that the Times journalist had broken the ground rules. One of Mrs Clinton's reported admissions - that she had been "naive and dumb" in her management of bealthcare reform last year - only appeared in the Times (and in its first paragraph no less). But the Times stood by the story and said rel-evant quotes had been cleared by the White House.

Cindy Adams of the New York Post, which likes to tweak the nose of its august city rival, had been there and wrote; "Days ago. Connie Chung and Mommy Gingrich zapped Hillary Rodham Clin-ton. Yesterday the New York Times sandbagged her." Lois Romano, also present and whose gossipy Reliable Source column in the Washington Post is a local must-read, said: There was no suggestion at any time that Hillary Clinton was interested in re-making

her image.' According to Howard Kurtz, the Washington Post's excellent media correspondent, most of the women journalists "bristled" at the suggestion that Mrs Clinton had invited them mainly to solicit advice. But that does not seem to have bothered George Will, the conservative columnist and TV pundit, who had no qualms on Wednesday in addressing,

other Republican leaders, a rally on term limits for the US Mr Will said he could not see

what the fuss was about since his support of term limits was no state secret. "If this were a party issue," he explained, "I wouldn't do lt." But the diligent Mr Kurtz found another pundit, Lars-Erik Nelson of Newsday, who thought that Mr Will should definitely "not walk both sides of the street". More wickedly. Mr Kurtz

also dug up an old quote from Mr Will that Mr Gingrich - "a case study of the primacy of careerism" in the modern Congress - was precisely the sort of politician to whom term limits should be applied. None of the above may be worth more than a row of

beans in themselves. But they come at a time when Mr Gingrich's dislike of the establishment media (he is boycotting the Sunday programmes for a month because "you can't have a dialogue on them") has almost reached the point of becoming a public policy issue - and is mirrored by public disalong with Mr Gingrich and trust of the purveyors of news. dow in a building leads to fur-

Crime out of fashion in NY

Experts argue mystery fall is temporary, says Richard Tomkins

omething odd is happening in New York City.
Crime seems to be going out of fashion, but nobody is quite sure wby.

In the year just ended. reported crime in New York plummeted in nearly every category. The number of homicides fell by 19 per cent, rob-beries by 16 per cent, burgiaries by 10 per cent and thefts by 12 per cent. Only rape fell by a mere 0.8

per cent - possibly because of an increased propensity to report it. But even taking this category into account, serious crimes were down hy 12 per cent overall, by far the largest decrease in recent memory.

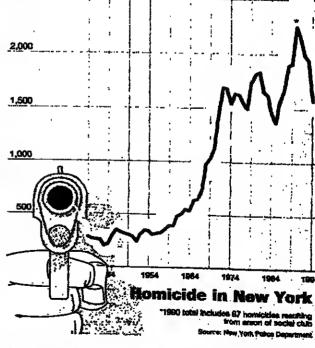
New York still has a long

way to go before joining the ranks of the world's safer capitals. To put things in perspective, there were 1,581 homicides (loosely defined as murders and manslaughters) last year. In metropolitan London, the figure was 166. Mayor Rudolph Giuliani has

nevertheless proclaimed the latest figures a success story for the city, and the New York Convention and Visitors' Burean is planning to trumpet them in its efforts to draw more tourists So why are the crime figures

down? Mr Giuliani takes some of the credit, pointing to tha quality of life campaign be launched soon after taking office a year ago. This is aimed at stamping ont petty offences such as illegal street vending, begging on the suhways, graffiti and public drunken-

According to the so-called broken window theory underlying this campaign, it was New York's earlier failure to address such misdemeanours that encouraged the growth of more serious crimes - in much the same way as a broken win-



ther vandalism if nobody does anything about it. This, however, is only one of many explanations being offered for the fall in crime. Others include:

 Apathy: New Yorkers, it is suggested, have become so cynical about violence, and the ability of the police to do anything about it, that they no longer bother to report many

• Self-defence; people have responded to increases in crime by fitting better security devices to their cars and homes or by avoiding dangerous streets, especially at night, Cyclicality; statistics show natural variations in the crime rate over time, both upward and downward, so after the upsurge in the late 1980s, a downtum was inevitable.

· Peace; a large part of the

1980s upsurge in crime was due to the crack cocaine epidemic and the drug wars that accompanied It. Many of the turf wars have now been settled often through the death of the protagonists.

 Sophistication; drug organisations and street gangs are maturing and learning to do business less violently, repenting the pattern of organised crime in earlier generations. • Incarceration; New York State has jailed so many people - the prison population has more than doubled in the last 10 years - that there are not

enough criminals left on the

streets to keep the crime rate Policing; these days, you are seldom far from a police officer in New York City. Over

the last four years, the number of uniformed officers has grown by 22 per cent to an unprecedented 38,000, and they have gone back to petrolling the streets.

opinion polls suggest that few New Yorkers feel any safer. As Mayor Gluliani acknowledges, their perception of violent crime has created a slege mentality in mnny neighbourhoods. Even in central Manhattan, people live in fear of acts of random violence, According to Mr James Alan

Statistics notwithstanding,

Fox, dean of the College of Criminal Justice at Boston's Northeastarn University, the decline in the crime rate is no more than a temporary phenomenon caused by a decrease in the number of people between the crime-prome ages of 15 and 34.

Mr Fox says that nationally, the homicide rate by adults aged 25 and older has gone down by 25 per cent since 1965. However this has masked an increase of 63 per cent in the homicide rate among adults uged 18-24 and an increase of 160 per cent among teenagers

aged 14-17.

"I hate to be a killion, but crime, and especially violent crime, is not universally declining," says Dean Fox. "It's sky-rocketing among the young, and their crimse oftentimes tend to the more souse less type that are particularly fear-provoking to the American

public." Mr Fox asserts that the worst is yet to come: by the year 2005, as offspring of the baby boomers reach adolescence, there will be 23 per cent more tronagers than there are

"I am more concerned about what is going to happen in the next decade rather than cole brate what is happening now,

NEWS: UK

Party rift now healed, says Portillo

By David Owen

Prospects for a rapprochement between the government and the nine Tory backbench rebels excluded from the party whip appeared to improve yesterday as a rightwing minister said the conditions for reuniting the party were "now in

Mr Michael Portillo, employment secretary, indicated that he thought the increasingly Euro-sceptic tactics adopted recently by Mr John Major and other senior ministers could help to bridge the rift.

"I think there is now a window of opportunity for putting these circumstances should

the party back together and for taking the rebels back on board," he said.

His comments came as the precariousness of the govern-ment's position was underlined by a warning from Ulster Unionists that their support could not be taken for granted. Mr John Taylor, UUP MP for Strangford, told party activists

on Saturday that Unionists would "unite to oppose" any proposal under the present UK-Irish peace initiative for all-Ireland bodies with executive powers. "Accordingly, we should never be unprepared for a general election in 1995 if

arise," be said. The nine UUP MPs may decide to fire a warning shot

across the government's bows on Wednesday when MPs are due to debate a Labour motion on access by Spanish and Portuguese fishing vessels to British Waters.

night that the chances of the party supporting the government in Wednesday's vote were "beginning to recede". A final decision on how to vote will be made on Wednesday. If the UUP sides with Labour, the opposition of seven Tory backbenchers could be

enough to force a government

One senior UUP MP said last

defeat. Last month all nine rebel Tories defied the government in a vote on EU fishing policy, with eight abstaining problem" if the offer was not and one voting against.

A defeat on Wednesday night

would be embarrassing to the government and a fillip to Labour. But it would be stand as independents". unlikely to have lasting conse-

As the prime minister met senior Tory backbenchers at Chequers for what was described by one MP present as an "entirely social" occasion, one Tory rebel hinted be might be prepared to break ranks by accepting an offer to have the

Mr Nicholas Budgen, the MP for Wolverhampton South West, said while it would be "a made to all nine rebels, be would not be "inhibited from accepting" just because some of his colleagues wished "to

Mr Portillo said Mr Major had "articulated precisely" what Conservatives in general were thinking about Europe in

his recent remarks.
This was that "we do not wish to advance towards constitutional change which would take us towards political union in 1996" and that "we

England, and to set up a banking commission to supervise and regulate banks and building

The party plans to consult banks, societies, and securities houses this year on proposals for statutory financial regulation, but is reconsidering its supervisory proposals because of

UK NEWS DIGEST

Labour to

proposals

revise bank

Labour is reconsidering a plan to remove

supervision of banks from the Bank of

concerns that they may raise costs. Mr Alastair Darling, Labour's City spokesman, is working on a consultative paper which will contain the party's first detailed proposals for changes to financial supervision and regulation if it is elected to government.

Overseas bond prospects excite fund managers

UK fund managers have become much more enthusiastic about the prospects for overseas bonds in 1995, after sharp falls in the prices of fixed interest securities last year.

The latest Gallup poll on behalf of marketmaker Smith New Court finds that a balance of 17 percentage points of investors are planning to increase their boldings in overseas bonds and deposits, up from 7 points in December.

UK gilts are also favoured, with a balance of 21 percentage points planning to increase their

US and European stock markets remain firmly out of favour, A balance of 36 percentage points of managers expect the Dow Jones Industrial Average to be lower than its current level in three months time.

Fund managers are most enthusiastic about Japan, with a balance of 31 per cent of respondents planning to increase their bolding in

Northern Council to guard regional independence

A body designed to safeguard the independence of the Labour party's northern region held its inaugural meeting at the weekend.

The Northern Council was formed after the cost-cutting merger, imposed by the party's national executive committee, of Labour's northern and Yorkshire regions provoked fierce opposition from all sections of the party in north-east England and Cumbria.

A compromise led to the council, which will be the party's political and campaigning body in England's five most northern counties and will be accommodated within the merged structure. Its immediate task will be to raise the party's campaigning profile before the next general election.

But with a review of the merger promised by the party after that election, northern region Labour members hope the council will also spearhead a return to independence within the

Stricter advertising rules 'reflect changed attitudes'

Tougher new rules on alcohol, slimming products, motoring, and snack food advertising are published by the Advertising Standards Authority, the industry watchdog, today.

The updated rules, which apply to printed advertisements and promotions, are also being extended for the first time to electronic media, such as computer games. They come into force on February 1.

The ASA code includes new clauses on alcobol, snack foods, motoring, slimming, environ-

ment and decency. The ASA said the rules, devised by a committee drawn from advertisers, agencies and the media, "take account of changes in atti-

tudes in the last five years both in society

Motorcycle and moped sales increase sharply

generally and the marketplace".

Motorcycle and moped sales rose last year reversing 15 years of almost uninterrupted decline. However, the 50,000 machines sold compares with a market of more than 310,000 when the decline began in 1980.

Last year's growth is attributed mainly to increased awareness of powered two-wheelers as a potential answer to congestion and other commuting problems, against the background of intermittent but long-running British Rail

strikes last year Mr Kevin Kelly, director of the Motorcycle Retailers Association, yesterday predicted further growth for this year.

Statistics from the MRA show that sales of motorcycles last year rose by 9.2 per cent, to 44,731 from 40,970. Moped sales rose 11.5 per cent. to 6.417 from 5.754.

Households with negative equity increase by 200.000

The number of housebolds in the UK with negative equity rose by more than 200,000 to 1.3m in the last three months of last year, according to figures released today from UBS stockbrokers.

The UBS figures also show that negative equity - when the mortgage outstanding exceeds the value of the home - has become spread more evenly around the country rather

than being concentrated in the south. Mr Rob Thomas, bousing analyst at UBS, attributed the increase mainly to falls in bouse prices, Halifax, the UK's largest building society, said prices fell an average of 1.7 per cent in the last quarter of the year. The fall over the year was relatively small - at 0.2 per cent - but expectations last January were of an increase of 5 per cent by the end of the year.

Caution attends Lloyd's target rate forecasts

By Raiph Atkins, insurance Correspondent

of of Hand play

- Richard Tomb

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Lloyd's of London returned to profitability in 1993 for the first time since 1987 - but has yet to prove it can meet its target rate of return over a longer period, suggest forecasts by a company specialising in analysing the insurance market.

Indemnity Insurance Services estimates that pre-tax profits as a percentage of the insurance market's premiumwriting capacity may have been as high as 13 per cent on risks covered in 1993. That excludes the cost of reserving for claims ontstanding on many Lloyd's policies written

in previous years. In a "worst-case" scenario, the minimum return would be about 7 per cent on 1993 under-

writing, the company says... The figures provide the first indication of profitability in 1993 which many bope marks a turnaround in the insurance market's fortunes. Total losses since 1988 have exceeded £7bm. Lloyd's 1993 business plan, with a strategy for returning

the market to profit, set a target pre-tax return of 10 per cent on capacity over the underwriting cycle. With 1993 and 1994 regarded

as having been good years for-

underwriting and signs that premium rates are softening in 1995, that could prove difficult to achieve in the near term. Lloyd's argues that future vears will benefit from cost-

cutting measures. IIS's estimates suggest that wben, by Lloyd'a three-year accounting system, 1993's accounts are published next year, they will show "pure" profits of between £625m and

Final profit figures are likely to be significantly lower because of the continuing cost of outstanding US asbestosis. pollution and other claims.

They will also follow another year of losses for the 1992 underwriting year, reported this summer. IIS's most recent forecasts for 1992, on information collected late last year, suggested a "pure" loss before taking account of claims on old years - of between £80m and £350m.

A return in the region of 10 per cent on premium-writing capacity in 1993 would produce healthy profits for Names, individuals whose assets have traditionally supported Lloyd's. Under the insurance market's rules, Names typically underwrite insurance policies paying premiums three times the size

of their investment.

Touche Ross report finds corporations at risk

Derivatives control 'missing'

basic controls, including a lack

of understanding of the permit-

Corporate treasury specialists losses on derivatives positions today warn of the dangers to were due to the omission of companies of baving inadequate internal control systems governing their derivatives

Half of Britain's leading companies are still missing key controls on derivatives such as interest rate swaps, despite a spate of widely publicised corporate losses in Europe and the US arising from derivatives transactions, says a survey by accountants Touche Ross, publisbed today. The study is based upon replies from 26 publicly quoted UK companies in the FT-SE 100 index. According to Touche Ross, most of the recently publicised

ted bedging transactions. Yet only 65 per cent of firms surveyed have a written policy

on the use of derivatives. Many of these were inadequate: only half of firms surveyed said that their policies specified the types of derivative instruments allowed. Only 50 per cent had policies which imposed limits on the volume and principal amounts of derivatives trans-Only 58 per cent of compa-

nies frequently calculate the value of their derivatives: "Many treasurers incorrectly don EC4A 4TR.

assume that if they are only bedging with derivatives they do not need to value them". Touche Ross says end users should mark to market derivatives positions each month at least. Mr Derek Ross, the firm's

treasury partner, stressed it is "vital that any speculation takes place only with the full understanding and authority of the Board, and within a rigorous control and reporting

Conner Middelmann The Corporate Use of Deriva-tives. From Sarah Welch, Touche Ross & Co, Stonecutter Court, 1 Stonecutter Street, Lon-

Tunnel rail link draws nearer

By Charles Batchelor Transport Correspondent

Draft legislation to allow the construction of the £2.7bn fast rail link between the Channel tunnel and London is expected to receive its second reading in

parliament today.

This stage of the bill is regarded as a formality, it will be considered by a select committee where thousands of petitions may be lodged to change detail it is expected to take between 16 and 20 months to pass through parliament. The government has estab-

lished a route for the 68-mile nel with £8m if the track is at line between London St Pancras station and the entrance to the Channel tunnel. Councils may press for more of the track to be in tunnels. Some

may seek to realign the route. Three of the most contentious areas are the Boxley valley in Kent; at Thurrock in Essex; and at Barking in east London, Residents want the line put into tunnels. That would be resisted by Union Railways, which is promoting the project and which compares construction costs of £30m-£40m a kilometre for tun-

ground level.

Four consortia selected to bid will finalise their offers for the deadline of March 14. The winner may be announced in September-October.

Bids are expected from Union Link, which includes John Mowlem, Philip Holzman of Germany and Spie Batignolles of France; Eurorail which includes BICC, GEC and HSBC Holdings; London and Continental (Ove Arup, Bechtel and Blue Circle); and a group including Hochtief, Costain and Siemens.

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Mid Kent Hldgs 5.3p

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Echlin S0.19 Estates & Agency 90 Evans of Leeds 0.37p Fenner 1p King & Shaxson 4p Do 31295 Ptg Pt 1.75p Do 5% 2nd Pf 1.75p Lucas Inds 4.9p Mercury Euro Priv. Tst 0.6p Metro Radio 5.150 Nat Australia Bank AS0.39 Northern Indl Impment Tst 16p Proviting 1.9p Sainsbury (J) 3.2p

Wigmore Prop. Inv Tst 0.5p **THURSDAY** JANUARY 19 Barings Gtd FRN '01 \$277.92

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Coldharbour Lane, Harpenden, Herts., 10.00 BOC, Savoy Hotel, Strand, W.C., 11.00 Concentric, The Stafford Suite, The Belfry, Sutton Coldfield, 2.30 Henderson Strata Invs., 3 Finsbury Avenue, E.C., 2.30 River Plate & General Inv. Tst., Knightsbridge House, 197 Knightsbridge, S.W., 10.30 Shaftesbury, Pegasus House,

BOARD MEETINGS:

Caledonia Invs 5.7p

Hogg Robinson 2.95p

Exchequer 94% '98 £4.875

Londo Fin FRN '97 \$174.10

Treas. 2% IL 2006 £2.08

Wells Fargo FRN Jul '97

Waddington (J) 3.6p

Narborough Plants, 20% Pf 1p

Australia & NZ Banking A\$0.14

Brad. & Bingley Bldg Scty 11%% Perm Int Brg £581.25

British Steel 111/2% Db '16

Concentric 4.29p

Merrydown 1p

FRIDAY

JANUARY 20

Atkıns 3.85p

Finals: **Brooke Tool** Brunner Inv. Tst. Hill & Smith Neotronics Technology Interims: Barbour Index McKay Secs. Ransomes (Wm.) Rubicon **FRIDAY** 37-43 Sackville Street, W.,

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Capital Radio 5p

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Falcon 2.5p

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WP Int IR3.6p

McKochnie 9.75p

Marks & Spencer 2.8p

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Do Package Units 1p

Do Geared Units 10

Faber Prest 10o

Ехсо Зр

Downurst Dent 7% Un Ln 90/

Eastern Transvaal Cons R0.055

Elys (Wimbledon) 9%% Un Ln

Fuller Smith & Turner A 2.65p

Hartebeestfontein Gold R0.64

Genesis Chile Fd Ptg \$0.48

JANUARY 20 COMPANY MEETINGS: Bellway, Copthome Hotel, Newcastle-upon-Tyne, 12.00

Rexmore 1.3P Rowlinson Sec 0.31p Shanks & McEwan 1.1p ShareLink inv Serve 3p Shew (Arthur) 0.20 Wainhomes 1,50 Yorkshire Elec 900 Young (H) 2.4p Zandpan Gold R0.103

M SATURDAY JANUARY 21 Exch. 104% 1995 25.125 Stirting Grp 0.60 Exch. 12% 99/2002 26.0 Sweden 13%% Ln 2010 €67.50 Trees. 414% IL 2030 \$2.209 Trees 11%% 2003/07 £5.675 Trees, 14% 1998 \$7.0

BOARD MEETINGS: Aberforth Smeller Co's Tat. Interiore: Park Food

Company meetings are annual otherwise stated Please note: Reports and accounts are not normally wete extens see the edicates the board meeting to approve the preliminary results.

UK COMPANIES

TODAY COMPANY MEETINGS: Young (H.), Kiln House, Kiln Road, Newbury, Berks., 12.00 BOARD MEETINGS: Eurocamo

Lowe (Robt. H.) Slimma Soundtracs Interims Abtrust Scotland Inv. Co. Carclo Eng. **Court Cavendish**

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BOARD MEETINGS: **Central Motor Auctions** Everards

Second Cons. Trust Interims: Electron House Nobo Northern Ind. Prov. Peel Hidgs. St. Davids Inv. Tst. Saville (J.) Gordon

First Choice Holidays

Wyko Williamsons Tea

■ WEDNESDAY JANUARY 18 COMPANY MEETINGS: MEPC, Methzen Room, Centre Point, W., 12.00 McCarthy & Stone, Homelife House, 26-32 Oxford Road, Bournemouth, Dorset, 11.00 M.Y. Hidgs., Windlebrook House, Guildford Road, Bagshot, Surrey, 10.00 BOARD MEETINGS:

THURSDAY **JANUARY 19** COMPANY MEETINGS: Automagic, A.M. House,

CONFERENCES & EXHIBITIONS

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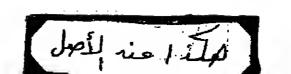
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In taking the chair at Air France at the end of 1993, Blanc inherited the country's most daunting management challenge. The latest of several rescue attempts at the airline had just ended in disaster, with a violent strike and the resignation of his predecessor, Bernard Attali. The state-owned carrier was racking up an annual loss of more than FFr8bn (£940m) and weighed down by debts of five times that figure.

Today, Blanc's own rescue strategy is approaching its moment of reckoning. "We have taken most of the big steps," says Denis Olivennes, director and one of the architects of the recovery plan. "For the first year we have reorganised the company and have given the employees tha tools they need. Now it has to be made to work." It is far from certain that it will. Although losses have been reduced, Air France's rivals are not standing still and

the industry faces ever more competition as deregulation extends across Europe's skies. But Blanc's battle plan is now clear. It involves a frontal assault on one of the French public-sector's most entrenched bureaucracies and a radical decentralisa-tion of management. Should it succeed, it would supply a blueprint for the reform of ailing state enterprises and provide pointers for struggling public-sector carriers.

On the face of it the strategy is straightforward. The principal steps have comprised a diagnosis of the airline's ailments, an attempt to win the support of the work-ers, and the implementation of recovery measures. But the scale of the task has prompted Blanc and his team to resort to methods which have often proved innovative and occasionally desperate.

The imnovations started immediately. A team of sociologists from SMG, a consultancy group, was called in to help identify the airline's problems. It was led by Francois Dupuy, a colleague of Professor Michel Crozier, a pioneer in the study of bureau-cratic organisations.

"What we found was a profound inadapta-tion of the organisation. Like many stateowned companies Air France had a hierarchical and centralised structure with little co-ordination between activities. It had technical excellence but no commercial excellence. An example he cites to demon-strate the lack of co-ordination between the various divisions was the last evening flight from Stockholm. The aircraft would park near the hangar for overnight maintenance, despite the fact that this added almost 30 minutes to the time it took passengers to reach the terminal. "People were only con-cerned with their own job, there was no consideration for the final product."

To gain support for the necessary reforms, Blanc resorted to a second innovation - a referendum. Faced with opposition from the majority of the airline's 14 unions to a rescue package which included 5,000 job cuts, a pay freeze, and measures to raise productivity by 30 per cent by the end of 1997, the chairman appealed directly to the company's 40,000 employees.

It was a big gamble, but it paid off. More than 30 per cent of the 30,000 employees

who responded to the referendum gave their approval. All but two of the trade unions, anxious at having been outflanked in this manner, have subsequently given their approval to the package, allowing Blanc to proceed with the implementation example, contains personnel, commercial, airport and transport responsibilities. For Christian Kozar, head of the profit of cost-cutting measures.

The economies, however, are a relatively easy part of the task. "There is no magic on the cost side," says one official at the air- co-ordination. "We had to make the organiline. "You just need commitment and deter-mination." It is much harder to revive revedecisions to ground level." We also had to nues and the quality of service. This is where the real battle is being waged and

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Air France is running a race against time as it attempts a daring recovery plan, explains John Ridding

Tough schedule for take-off



where a revolution is being attempted.

At the thick of this battle lies a reorganisation of the company structure. "We realised that we could not remedy the organisation in place, so we would have to rebuild

it," says Olivennes.
This has involved breaking up the previous structure into separate profit centres. Instead of a handful of large management structures, such as the personnel division, which covered the flight crews, and the commercial division, which was responsible for ticket sales and marketing, Air France now comprises 11 profit centres. Five cover geographical markets, such as the Americas and France, while others include freight, maintenance and the Paris airport services. Each centre includes parts of the previous structures so the Americas profit centre, for

For Christian Kozar, head of the profit centre for airport operations in Paris and a close aide to Blanc, the guiding principle behind the strategy is decentralisation and improve connections between activities."

sound banal It has, after all, been the management creed of many companies over the past decade. At an airline, however, it is not so ordinary. "To my knowledge no other major airline has attempted this kind of decentralisation before," says one senior industry executive.

Por Olivennes, the only previous experiment has been at Iberia - hardly a happy example given its struggle against bankruptcy. He argues, however, that the lesson from the Spanish airline does not invalidate the Idea of decentralisation but shows that it must be balanced.

"They had profit centres competing against each other, such as separate ticket offices for different regions in the same town," he says. "If passengers on a Paris-Madrid flight don't go afterwards from Madrid to New York then you lose money. There has to be co-operation and co-ordina- each terminal and one permanently-manned tion between profit centres because airlines command post. "Before, like other airlines, are essentially a network."

If there are risks to be avoided, what are the benefits to be reaped? Most immediately there is something constructive in the destruction of the previous system. "It is an intelligent way to break the bureaucracy," says one industry analyst. "It shakes things up and facilitates a change in thinking and

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attitudes which is absolutely essential." By making managers identifiable and responsible for results it also assists efficiency. "We have a \$5bn (£3bn) revenue business and we are absolutely answerable

for It," says Louise Roy, the bead of the

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are also created by the client/supplier relationship between the profit centres.

For Kozar, one of the principal advantages of the new structure is that it has stripped out layers of managers. "Hierarchi-cal management is finished. We have cut the management levels in our profit centres

from eight to three and have created a much more responsive operation." At the airports under his control this means that employees are divided into units for each terminal, usually numbering about 500. There is one chief manager for we had a huge transport division which managed all of the airports and destina-

tions. But how can someone sitting in Paris do this properly?" Kozar and the management team are convinced that the new organisation is a necessary condition for survival. But they know

it is not sufficient. "We can't say today

whether it will work," says Olivennes. "But we have moved in the right direction."

Whether the airline can move far enough will depend on the extent to which Blanc's shake-up and reorganisation change attitudes and culture within the company, "I am worried because most of you do not have an economic culture," the chairman told an audience of managers last year.

Dupuy believes that the restructuring of the company has helped. "It has sent a powerful message of change. But you can't alter attitudes just by re-drawing the com-

pany organogram."

Part of the problem stems from contradictions involved in reforming a bureaucratic company. "To fundamentally reform a big company you need the confidence and enthusiasm of the workforce. But if the company is in crisis then you don't have that confidence," says Olivennes.

At the same time, he argues, it has been hard to persuade some employees of the need to change. There has been a myth that Air France, as the national carrier, could not fail." For Dupuy, a further obstacle lies in the fact that bureaucracies are characterised by orders coming from above. "People often wait to be told what to do rather than develop their initiative. There are many people who are unable or unwilling to change their attitudes."

The response to these obstacles has been

to increase the incentives for employees and also to change the personnel them-selves. On the first count, the company this month completed a scheme wherehy employees could take shares in the company in return for salary cuts. About 30 per cent of the staff signed up, providing the twin benefits of an immediate cut in staff costs and motivation to maximise the value of the shares received.

With respect to personnel, there has been a significant overhaul. In addition to arrivals like Olivennes, a former aide to Edouard Balladur, the prime minister, and Kozar, the right-hand man of Blanc at RATP, there has been a broad shake-up of senior management. "The executive committee around the chairman used to be 40 people. Now it is 25 and they are mostly all new," says Kozar. There have been losers. "A lot of the old barons had to leave or to find other jobs,"

says one executive. For example, the former manager for "technical affairs" who used to have 17,000 employees under his control has been put in charge of studies relating to the recovery project.

Despite the scale of the upheaval, bowever, many believe Blanc and his team need to go further, "They have made a good start and the new chairman has scored high on presentation," says an executive at a rival airline. "But just because they are doing things differently is no guarantee they will work." He claims that other airlines have made much bigger job cuts and that Air France may need to go beyond the 5,000 included in the plan. Another criticism is that the benefits of separate profit centres are limited if they are restricted to dealing with each other, "If they really want efficiency they should be able to shop around,

says one industry analyst.

Not surprisingly, Blanc and his team believe they will succeed. And there are precedents for cheering recovery stories in the French public sector. The most encour-aging is Renault, which transformed itself from the sick man of the European car industry to one of its most profitable mem-

Dupuy cites several parallels between the two cases. "Renault used to have a very was no co-operation between the design and manufacturing divisions. They changed this

entirely, and Air France must do the same." The trouble, however, lies in the time-table. Renault took eight years or so to turn itself around. With the liberalisation of Europe's airline market scheduled for 1997 and with competitive gains at rivals such as British Airways and Lufthansa, Air France is facing a daunting race against the clock.



PIONEERS AND PROPHETS

Lawrence Miles

Value analysis techniques shaved tens of millions of dollars off production costs at America's General Electric in the early 1950s. They were introduced to the US Navy and other US government and lasting success. And they were enthusiastically and profitably adopted by companies in Korea and Japan a decade

VA - or value engineering as Americans call it - was pioneered by Lawrence Miles (1904-1986) during the second world war when this self-effacing engineer was charged with sourcing large numbers of turbo-superchargers were short, which forced him to focus his attention on the function of the product rather than the product itself.

In 1947 Miles formally developed this into a Value Analysis system at GE, which he later described as "an organised creative approach which has as its purpose the efficient identification of unnecessary cost, ie. cost which provides neither quality, nor use, nor appearance, nor customer

Clive Bone, author of two books on the subject, says value analysis "is a systematic team-based approach to ensuring better value for money from consumer products. industrial and building design and services".

Its popularity has waxed and waned in Europe but elsewhere VA was used to underpin Japan's "lean" production and knizen philosophies and was copied by the Koreans and other Pacific rim countries. Although ultimately less feted in his own country than W Edwards Deming (this page January 2), Miles shares with the great American "quality" guru the distinction of having received (posthumously) an Imperial contribution to Japanese fodustry".

TOM has certainly captured more imaginations than VA, but Bone sees several reasons for its decline in the UK (and to a lesser extent continental Europe). "VA can be hard work", be says, "but maybe it was badly managed and did not fit in with our short-termist and flavour-of-the-month culture. Perhans it requires to be heavily promoted to take hold - as in Korea where the Korean Management Association put much energy into ensuring that Korean companies were aware of the approach."

The Miles legacy, however, has far from disappeared. Besides the Miles Foundation, an educational charity in Washington DC, there is the Illinois-based Society of American Value Engineers (Save), an international organisation which boasts 1,200 individual and 35 corporate members (among them General Motors and Yorkshire Water of the UK). Save reports a revival of interest in VA, particularly in Europe, a trend endorsed by the DK's much smaller institute of Value Management. Having nearly disappeared in the mid to late 1980s, the institute's membership is now expanding on the back of indirect support from the European Commission and renewed enthusiasm on the part of the Department of Trade

Tim Dickson

are unlikely to forget him. I used to lunch with the deposed chairman of the Saatchi & Saatchi Does this confirm the age-old view of advertising agencies as com-bustible businesses at the mercy of advertising group at the Ritz Hotel in London, where the waiters - a particularly snooty band - called egotistical staff? Of course tt does. him "young Mr Maurice" and doted Bust-ups and walk-outs are an honon him affectionstely. If he wanted oured part of agency life. These are to, Maurice could charm the smallvolatile folk, sometimes highly est birds from the tallest trees in deepest Amazonia. He is bright, rich spoilt. They will be shouting and throwing chairs at one another for as long as advertising survives -It would have been a surprise borwhich means as long as capitalism dering on an affront to advertising

despite the loss of all those top brass who clumped out behind Mau-

Should advertising agencies go public? That is entirely up to them. But I cannot feel sympathy for those who invest in agencies and then whinge about the rollercoaster ride they often experience. investors cannot be excused for not knowing that at any moment an agency's most important personnel can vanish - or be thrown through the door.

In recent times, battered by recession and loss of nerve, advertising up well. I have resolved never to has been worrying about its image,

MICHAEL THOMPSON-NOEL

which it thinks is undignified. It wants to be taken seriously. Why it should want to be taken seriously mystifies me, for it is a relatively small business of no great importance in which a few thousand tal-

ented people enjoy themselves considerably and earn raffishly large sums for running up adverts. from the eruptions at Saatchi & Saatchi - except the very old ones.

use the following words or phrases

in speech or print; cuberspace. datasphere, infobusiness, hypertext, technoshamonism, fractal reality, negative feedback iteration, online, offline, multimedia, welware or

In fact, my resolution extends to all gobbledygook associated with media futurism and the information age. I have even renounced tired old information superhighway - not that I have used it, more than twice or thrice, in anything but ironic

For all I know, the impact of new media developments will be equivalent to that of the Italian Renaissance x 500, or x 5,000. We are in for

great excitement, though anyone who says he knows what the world will be like in 15 years' time is a liar

Meantime. I am shunning media gobbledygook so as not to be a party to the unconscionable hype that marks the present stage of the ah - digital revolution.

Jargon and futurology tend to dis-tract us from the things that ought to be concerning us, such as job-cre-

Perhaps I missed it, but I do not recollect anyone actually saying that the media revolution will be significantly job-positive.

It is now 60 years since the great E.B. White of The New Yorker penned a short piece, called "Technological Progress", about the loss of a lighthouse-keeper's job. The keeper had been supplanted by a mechanical huoy. The defenders of scientific progress, wrote White, claimed that for every displaced victim of technology, new job openings

"Maybe this is true. Certainly

there are some queer new jobs that one hears about these days.

"There is the engineer, for instance, who carved out a niche for himself in the world by devising an apparatus which copes with the problem of the flies which hover by the thousands over the manure beds on mushroom farms. A large fan sucks the flies across a refriger ating coil, which chills them and drops them, dormant, into large

"The lids are then clamped on the milk cans and the flies are shipped to frog-growers, who chill them again and serve them, with a dash of hitters, to frogs. Maybe some exlighthouse-keeper can busy himself. in our brave new world, by thinking up something nifty like that." Sixty years on, niftiness is what

we need I suppose I could always busy myself by typing out paragraphs from E.B. White. With all these media opportunities streaming at us from the future, we are going to need son the datawhotsit.

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Bulgarian State Railways (BDZ) have initiated steps for establishment of a Company with local and foreign participation on a competitive base, the scope of activity of which would be MANUFACTURING & TRACE OF RAILWAY CONCRETE SLEEPERS AND OTHER REINFORCED CONCRETE PRODUCTS. The Company will be established by BDZ through their SVISHTOV REINFORCED CONCRETE STRUCTURES & PRODUCTS WORKS, an unit directly setting its accounts with the BDZ Head Office.

BDZ have the intention to negotiate the conditions for distribution of shares with other local and foreign participants, and for this purpose.

MINVITE THE COMPANIES INTERESTED TO PRESENT OFFERS TO BUZ BDZ will provide their REQUIREMENTS to the Companies interested and would preferebly discuss offers received before March 1 at 1995. For assessment of the existing assets, access to the Svishrov Works will be provided.

Official to be presented by mail or courier to Bulgarian State Reliveys - BD2 Mr. Kirli Enov. Deputy Director General S, Ivan Vazov etr., 1080 Sofia Bulgaria Tel: (00359) 2 87 90 93, 843 4312 Fax: (00359) 2 977 151 Telex: 22 423, 22 936

There are few lessons to be learnt

The Financial Times plans

World

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examine the challenges it will face in 1995 and the

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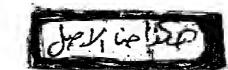
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NOTICE TO SHAREHOLDERS

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has been published and may be obtained from: Kobe Steel Europe Ltd. Alton House, 174/177 High Holborn, London WCIV 7AA Tel: (071) 836-1225/Fax: (071) 240-746(1



BUSINESS TRAVEL

London airport success

A total of 479,889

anserogers flow from the Arport in 1894, a 96 per will increase on the restots year. While some obsidial customers have potential clumpmers have attended close of the alignet for fear they inlight have difficulty inprelling to or from II, William nists it offers

Installers. He said: "Our mesuage remains the same. Its windstee from the City, half-on-from from from the west and and only 10 minutes to check in."

The smoothing section of the same from the same of the same

Terrorist alert Restrictions have been placed. et in the Pa on US amore in the Present because of a threat by Muslim externists to blow up an alrorat-in protest at Pope-John Paul it's Asian tour, AP reports. US authorities ordered two United Airlines aircraft to land before reaching their Pacific destinations on Saturday, because of fears of bombs. A! United flight from Tokyo to Honolds was ordered back to Japan and enotine bound from Los Angeles to Hong Hong was told to land in Taipel. No bombs

ware found. The elect follows a-police raid or en aperment in Mania. Somb-making meterials

were found and two Arabs

New carrier faunched get a new airline with the issued of

Hights a day, each way between London Stansted and Belfost from Harch 1.
"Last year nearly 1.0m people flow between London and Belfast", said Brian Beal, managing director of Air Belfast's parent, Air Bristol: There will be two fares: a fully return for £70:

Competers in the sity
Air Carada is making tip-top
computers available for its
Executive First passengers on a
trial basis. The computers will be available on the early morning Landon, Forces

weekday fight and on the 12 daily Toronto-Vencouver services. The three mostly idea services. The times whom that starts on January 31. Two Digital Hillstote Ultra, top-tope will be available for use. Passengers will be able to work, learn a dewy eoftware program play computer games or foreign through an Air Camaria. EU air traffic network,

Flash-the service for time sensitive shipments. 081-750 3030 for more information. Lufther

A phone call or trip to a hotel desk could make queueing at the airport unnecessary, says Emily Juste

Check out changes at the check-in

duce genuinely valuable benefits for business travellers, but during the past few months they have done exactly that. As part of a return to basics, airlines are switching their efforts from frills in the air to improved services on the ground

Any frequent flyer knows that the most stressful part of the journey is the time wasted at airports, queueing to check in. Now airlines are offering an array of schemes by which you can avoid lining up to get a boarding pass.

The relaunch last autumn by British Airways of its European busi-ness-class brand, Club Europe, heralded the introduction of telephone check-in throughout Europe for cus-tomers with hand baggage only. Three hours before departure in the UK and two elsewhere in Europe, it allows passengers with hand luggage to check in before reaching the airport, and go straight to a designated desk at the terminal to collect a boarding card. It will cut down the waiting time significantly.

In turn, SAS, the Scandinavian carrier, believes that telephone check-in will mean passengers having to queue for a maximum of 10 seconds, against at least 10 minutes. The next favoured option is

check-in at a downtown hotel,

which frees you of your luggage for the rest of the day if you have meetings and an evening flight.

British Airways' passengers at London Heathrow can check in and leave their baggage at the Excelsion Hotel, near the airport, while passengers flying United and in a car can check their bags - and car - at the Forte Crest hotel, also near Heathrow. The hotel bus will whisk you from there to Terminal 3 for your flight.

If flying from Sofia on Swissair, you can check in at the Vitosha or Sheraton hotels; or KLM from Amsterdam, check in at the Hilton. BA has also installed a counter at the Hertz depot at Heathrow, reducing check-in time to 60 minutes.

nother convenient way of checking in is at an airline ticket office or downtown terminal, KLM offers this in Amsterdam, while Cathay Pacific offers city check-in in central Hong Kong (Pacific Place) if you have hand luggage only. The office is open 8am to 8pm, but you must be there at least three hours before departure. Cathay also offers telephone and fax check-in if you ring the Pacific Place office.

Not surprisingly, a higher num-ber of check-in options are available from an airline's home base. From Amsterdam, KLM's passengers have seven choices, including carpark, gate, telephone, fax or ticket office. Do not expect such classy treatment

in every city in KLM's network. Some airlines offer check-in at rail stations. Swissair does so at 24 stations in Switzerland; KLM in The Hague; BA at London's Victoria station for its Gatwick passengers; and Alitalia in Florence.

Some airlines do not offer any alternative to those dreaded check-in counter queues. Virgin Atlantic is one, but if you have paid to sit in its generous business-class (Upper Class) seats, you can at least take advantage of the Fast Track special lanes through Heathrow and Gatwick, which mean you do not have to queue at the security and passport desks. (Some other airlines also offer the Fast Track service.)

Qantas is another airline that has been tardy in this respect, but if you join its frequent-flyer programme it will offer queue-jumping in the form of priority check-in. Those airlines that do offer alter-

natives - including Air France, Alitalia, Austrian Airlines, BA, British Midland, Cathay, Lufthansa, KLM, Transavia and SAS - have done little to promote them effectively, so you need to talk to them individually to find out where you stand.



Wave of seismic activity in Japan

Bactivity, earthquakes have become a big topic of conversation in Japan. Although they have suffered little disruption, com-muters are chatting about 'quakes the way they normally discuss the weather or a big sumo match. But the 'quakes do not appear to be rattling the Japanese, who have become used to a good rumble now

Residents of Tokyo and nearby cities were joited last Tuesday by yet another earthquake, the 10th

Visitors to Tokyo may find earthquakes a common topic of conversation

felt in the capital this year. In an average year, Tokyo can expect to be hit by about 30-40 'quakes strong enough to be felt by its inhabitants.

seismologists say.
"It has been an unusual start," agrees Hiramu Yoshida of the Central Meteorological Agency's seismology division, the country's premier 'quake-watcher.

The latest activity started with a big jolt on December 28 in northern Japan that flattened buildings. killed two people and injured more than 200. In recent days, other quakes have been felt off the northern island of Hokkaido; near several small islands east of Tokyo; and in western Honshu, Japan's main island

quake was powerful enough to sway large buildings in Tokyo, but no damage or injuries were reported. It was centred under the ocean, which helped muffle its strength. Officials expect after-shocks from the December 'quake to continue for another

Yoshida said the agency did not necessarily believe that recent activity meant that a larger quake or even The Big One - was imminent. "It is mainly a coincidence." But seismology is a notoriously inexact science and experts have

warned that, based on historical cycles, a disastrous 'quake could strike Tokyo or the central Japanese coast at any time. Some 140,000 people died when Tokyo was devasted by a 'quake in 1923. According to the city's govern-ment, a similar 'quake today would

kill at least 10,000 - a figure many experts regard as optimistic. The Japanese islands straddle four tectonic plates: slabs on the earth's crust that push and pull on each other, creating pressure that often explodes into quakes or volca-

One leading seismologist, Katsu-niko Ishibashi of the International Institute of Seismology and Earthquake Engineering, has advocated moving more government and economic departments out of Tokyo, to more solid ground.

That way, he says, a massive 'quake would not leave Japan – and the world's financial markets – paralysed. "It won't help to have everymust think about how to lessen the Last Tuesday's pre-dawn earth- effect an earthquake might-have."

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THE PERFECT MIX OF NEWS, BUSINESS AND ENTERTAINMENT

A free-spirit among UK film makers

Alice Rawsthorn describes the career of Stephen Woolley, co-producer of Interview With The Vampire

tephen Woolley is not exactly self-effacing. "Look at this," he says waving a copy of Screen magazine's league table of the most influential people in the British film industry. "Here we are at No 2. Heh! Second most important!"

He says this with such an impish grin that he does not sound at all pompous. Besides, Woolley, 37, has had a hard climb to the top. Two years ago after Palace Pictures, his production company, collapsed. He is now back in business as co-producer of Interview With the Vampire, which has its The Vampire, which has grossed over \$100m in the US and throws its premiere party in London tomorrow.

Vamp', as Variety, the US film magazine, calls it, has all the ingredients of a Hollywood blockbuster, including a \$50m budget and the star billing of Tom Cruise and Brad Pitt. It also has a dash of European art house decadence in the homo-eroticism of Cruise and Pitt's relationship, and their habit of guzzling rat blood when the human variety is in

short supply.
"It's tastefully done, not like this," says Woolley, with an impromptu demonstration of how viciously Cruise might have bitten off a rat's head. "But there are things in that film that have never come out of Hollywood before. It's a big American movie with a European aesthetic, Interview With The Vampire is as good as it

He and Jordan can now take their pick of offers from Hollywood, But Woolley does not plan to decamp to Los Angeles, unlike the old school of European producers who struck lucky in the US. He and Nik Powell, his old Palace partner, have just sold a minority stake in Scala, their new London production company, to the Chrysalls entertainment group. Woolley plans to divide his time between producing major US movies for Jordan and smaller Scala projects in the

"It is unusual for European producers to make it in the States and even more unusual for them to stay in Europe afterwards." says Oscar Moore.



Stephen Woolley: a raw talent with fresh ideas. He began in the film business by tearing up tickets as a 17-year-old usher at the Screen On The Green, north London

story, in 1984.

Woolley produced 12 of the

18 films that Palace made over

the next nine years. Some were

hits, such as Mona Lisa. Oth-

ers flopped, like Absolute

Beginners. "As a producer I'm

involved with everything," he

says. "I make the pitch. I'm

there all through filming and I always watch the dailies. I

ditor-in-chief of Screen. "But Woolley has always been a maverick. The British film industry is very dynastic. They're all sons of sons of sons. He's seen as an outsider. But Steve Woolley has got exactly what the industry needs - raw talent and fresh ideas."

There is nothing dynastic about Woolley, who has a wispy ponytail and grungy uniform of battered jeans, battered boots and an about-to-behattered cardigan. He sits behind a cluttered desk in Scala's open-plan office above a Soho vintage comic shop with a stuffed wolf (a relic of Com-puny Of Wolves, his first Palace production) guarding the

He began in the film hustness by tearing up tickets as a 17-year-old usher at the Screen On The Green, his local cinema in north London. "I'd speut most of my childhood in cinemas. It was a cheap way of keeping me off the streets. My parents were being rehoused by the council to Hendon. I moved into a squat with my girlfriend and left school to work at the cinema." By 1980 Woolley was running

the Scala, an art cinema then owned by Richard Branson's Virgin Group. Woolley turned it into the hippest place on the London film scene by showing trash movies and vintage TV series alongside esoteric art films. "Art cinemas were so reverential in those days. I remember laughing at a joke in Buffuels's The Milky Way at the National Film Theatre. The people behind went 'Shush.' [thought: Hang on, I'm not say-ing you should laugh through Andrei Tarkovsky, but this isn't how it should be'."

Virgin sold the original Scala in 1982 and Woolley emerged with the name, the projection equipment and £9,000 compensation which he used to concouldn't work with a director like Mike Leigh. I love his work. But he knows exactly what he wants. I'd be no use to vert what was left of the Rex, one of his hoyhood fleapits, into the new Scala. He also found a partner in Nik Powell, who had broken away from

His hero is Albert Zugsmith, Virgin and teamed up with the US producer who made Woolley to form Palace, a video Orson Welles's Touch of Emil husiness. Palace snapped up and Douglas Sirk's Written On video rights to the sort of films The Wind in the 1950s. "I Woolley was showing at the Scala - John Waters' trash couldn't work out how he'd made both those films. Then I movies and early Fassbinders. realised they were the most It diversified into distribution suhversive films Welles and and theu production when Sirk ever made. He took these Woolley made Company Of Wolves, Neil Jordan's adaptaaesthetic people and intro-duced them to trash. I love the tion of an Angela Carter short idea of that."

Palace's collapse was a classic case of an over-stretched company (it owned record labels and shops as well as films) which could not cope when recession struck. Woolley struggled to finish its final film, Neil Jordan's The Crying Game, by paying the bills with his View card. The film was nominated for six Oscars, won

one for best original screenplay and grossed \$65m in the US. Jordan was inundated with offers, including one from David Geffen, the billionaire music mogul who produces films for Warner Brothers. For years Geffen had been trying to make a movie version of

Rice, Jordan agreed to direct it. with Woolley and Geffen co-Woolley's first foray into Hollywood came in 1988 when he and Jordan made High Spirits for Columbia. The film flopped. "The original idea was fine," says Woolley. "But we got so ground down by the studio that we lost interest. We

Interview With The Vompire.

the first of four novels by Anne

should." Vampire was different. "We had David Geffeu and Tom Cruise on our side. If they were happy, Warner was happy. It was great. No problems at all.

didn't fight for it as hard as we

Working with David (Geffen) was incredible. I'd call him at the end of each day." Woolley picks up his phone. "David, we've got a problem. We had 20 extras too many today.' He'd say: 'Hold for a moment, Bill Clinton's come on the other line.' Then he'd be back. 'What was that about the extras?" I'd sit there thinking: 'I just don't believe this'."

Vampire has been a roaring success, aided and abetted hy Anne Rice who, famously, took an solvertisement in Voricty protesting against the choice of Tom Cruise as the lead. Later she placed another praising his performance. Geffen, a notoriously astute publicist, was accused of orchestrating it. "Absolutely not," says Woolley. "The idea of anyone trying to manipulate Anne Rice is crazy. She's egomaniac with new books to promote."

However, Geffen was not slow to make the most of Rice's intervention. She paid \$3,450 for her retraction in Variety and Warner spent \$101,604 reprinting it in The New York Times. Vampire is one of only two films that came out last autumn to have made over \$100m in the US. The other is Walt Disney's The Santa Clause

Woolley now hopes to make one of Jordan's cherished projects, a film about Michael Collins, the legendary Irish terrorist. "But it's very difficult material. And it doesn't have a happy ending." There is also a possibility of a Vampire sequel, though "only if Neil comes up with a script he's happy with.

In the meantime there are small Scala projects in the pipeline: The Neon Bible directed by Terence Davies and Jonathan Wild, a co-production with Jodie Foster. Woolley is mulling over s film about Brian Jones, the beautiful but damned Rolling Stones guitarist, and another on Kurt Cobain, the cult rock star who overdosed last year.

One option that does not tempt him is directing. "As a producer I work on two or three projects at once. A director makes one film every 18 months. Besides, I've yet to see anything I thought I could direct better than anyone

DOWN THIS ONE. So a WWF project in Costa Rica is escarciong ways of felling a tree without bringing down several others around it. And how to remove at without buildenne e path shrough the surrounding trees. If the ramforests are used wisely, they can be used forever. Help WWF prove this in rainforests around the world, by writing to the Membership Officer at the

ley

World Wide Fund For Nature Hornerly World Wildlife Fundi sand, 11% Glad, Sweetha

ARCHITECTURE

The modern minimalist

Colin Amery assesses the achievements of David Chipperfield

arly in the new year is the time new stars appear. and there is a possi-bility we may see one in the architectural firmament at any moment. Whoever wins the Tate Gallery competition for the conversion of London's Bankside power station into a gallery of modern art will probably acquire legiti-mate star status. The only British architect on

the list is David Chipperfield, who may be the man to watch. His own practice is celebrating its 10th anniversary, but before its establishment in 1985 Chipperfield had followed a resolutely conventional modernist

He was trained at the Archi-tectural Association in London and then worked for Richard Rogers and Norman Foster an impeccable pedigree. With the architectural impresario Richard (known as Ricky) Burdett, he founded the 9H Callery in part of his office in London. In a modest way this little sallery became a display case for an international brand of careful ninimalism, not uninfluenced by contemporary Japanese

What is significant about the current small band of good younger architects in Britain is that they are fully cognisant of the significance of the jet engine. They are international in thought and practice. One place that is key in the development of current architec-tural thinking is Harvard Uni-versity, and Chipperfield has been a visiting professor there. But he has been wise enough also to teach at the powerful polytechnic in Lausanne, putting Kuropean humanism productively alongside American

in Britain the Chipperfield be began with several ut influential commisthe utably, some of these the cusp of high fashand in But in London it hooking again at the Steams Street for the fashion designer what and close by, the

show the refinement of palette. There of emptiness and and qualities that have negative and positive



would be the wrong word for his approach, which seems to isolate elements and materials but then reassemble them in a constructive way which is har-

Deconstructivist architects, like the erstwhile winner of the Cardiff opera house compe-tition, Zaha Hadid, believe in the reductio ad absurdum approach. This may have a place as an intellectual game hut it turns hulldings into jokes - and rather long-lasting

Chipperfield is much more sarious than some of his trendy colleagues, and this will be apparent in his response to the Tate Gallery competition. As his practice has grown he has opened an office in Tokyo which has completed some important constructions. There is a private museum in Tokyo, a showroom in Kyoto and a significant headquarters building for Matsumoto in Okayama Last autumn a substantial leisure complex also

started on site. What is the significance today of the influence of Japauese design on Britain's younger architects? It is that strange synthesis of oriental minimalism and the modern movement. I believe that the roots of this synthesis lie not just in the pared-down simplicity of traditional Japanese construction, but is something

Japanese graphic art and print-making are concerned with purity of line - the significance of the most simple linear gesture. Take this approach and apply it to the first principles of architecture and you are on the path of controlled refinement.

There is something static about Japanese culture that needed the injection of western ideas. No one can doubt the skill with which technology has developed in Japan, along with the miniaturisation of mechanical processes. In a crowded country this reduction of scale affected architecture and life styles in Japanese

he development of the well equipped and perfectly functioning pod for living in, and the retention of the idea of the small internal courtyard for the controlled admission of nature, has brought a balanced environment to an overcrowded world. In the most refined Japanese designs, nature and technology are controlled together. This can be seen in temples and houses, and developed to its utmost in the bare simplicity of a traditional Japauese garden.

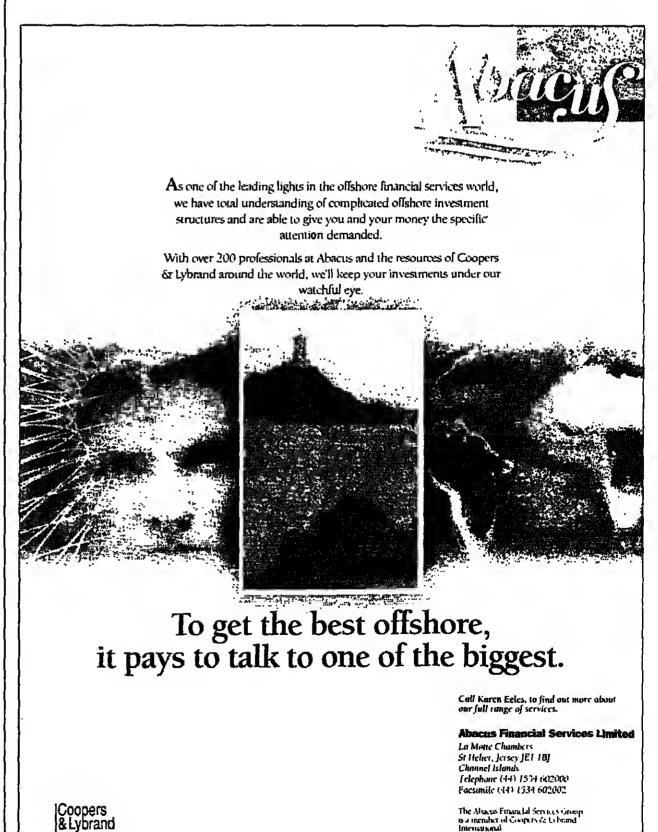
Much of this world has been absorbed by Chipperfield and utilised in a number of recent that starts on the drawing projects. Some in Britain that are currently on the drawing

board are the National Rowing Museum at Henley-on-Thames studies for the Northern Ballet in Halifax, and the adaptation of a Christian Science Church in London into new flats and smaller church

The National Rowing Museum design shows a pair of long boat sheds floating above a glass ground floor. The pitched roof form is similar to the shape of a traditional boat hall but is also reminiscent of the temporary tent village that sprouts at Henley during the summer season. Black stained timber and glass are the basic

For the Tate competition at Bankside, Chipperfield has been working with another British architect, Julian Harrap. He has also teamed up with him on another important museum conversion in Leipzig. Harrap is best known for his skilled conversion of historic buildings, of which he has a rare understanding.

It will be fascinating to observe the combined efforts of these two, and it is an example of Chipperfield's open-mindedness that he is prepared to use his design skills alongside someone with entirely different expertise. Whatever the outcome of the Bankside competition, Chipperfield has a serious future ahead. Of the six international names working on the Tate project, he is as promising, in an international con-



Charlie Scott, the non-confrontational 'nice bloke' who is Saatchi's temporary chairman, must second-guess events in the publicly unfolding saga. Diane Summers reports

wo flashy figures stand out in the Saatchi & Saatchi drama being played out publicly in gory detail: Maurice Saatchi, the group's deposed chairman, and his youthful opponent, David Herro, the Chicago fund manager who led the shareholder revolt against

But et Saatchi's corporate headquarters in London, the man who has to clean up the mess – and, some would argue, take responsibility for at least part of the damage that has been inflicted on the group – is almost completely unknown and the very antithesis of flashy.

When he does merit a mention, Charlie Scott, chief executive and - until a replacement for Maurice Saatchi can be found - temporary chairman of the group, is always referred to as the "bean-counter" in the set-up. He may be heartly sick of the epithet but it fits him perfectly.

Scott'e background is accountancy, followed by more accountancy. He is a large, 45-year-old bespectacled man with a reputation for meticulous hard work, straight dealing and a self-effacing back-room manner. The heads of other agencies, City analysts, and those who work closely with him, all start their descriptions of him with virtually the same words: "He'e a decent, nice sort of bloke."

The question is: what's a nice bloke like Scott doing in a place like Sastchi & Sastchi, particularly at a time like

Scott started out with no particular interest in advertising - and who could blame him if he ends up with a distinct aversion to it? He was brought into the businese as chief financial officer in 1990 by the former Saatchi chief executive, Robert Louis-Dreyfus.

Louis-Dreyfus and Scott forged their relationship at IMS International, the US market research company which was eventually sold to Dun and Bradstreet. Louis-Dreyfus was president and chief executive, while Scott was controller and then chief financial officer.

The pair laboured away, refinancing Saatchi and saving it from imminent collapse after the business excesses of the 1980s. That period, described hy Scott as the worst of his life, makes



even the latest crisis, according to an associate, look like a piece of cake. Says Thomas Russell, a Saatchi director who has known Scott since his IMS days when Russell was president of the company: "Seatchi was literally 90 days from going belly-up. Over the two years that Robert Louis-Dreyfus and Charlie

laboured to reconstitute the company,

they worked inhuman hours. "Dreyfus left and Charlie moved up [in 1993] to ceo. Through his personal credibility with the City, he was able to institute a rights offering. When the company became flush again, the brothers wanted their toy back, and then the trouble started."

The trouble that Russell refers to surfaced in public about a year ago when "close observers" were reported as saying that Scott's competence was being questioned and that he could lose his joh. Behind the scenes, there were fun-

damental disagreements about strategy between Maurice Saatchi and Scott, and the shareholder revolt was shaping up. During this period Scott did not come out fighting, much to the frustration of some of his colleagues. Says one: "He's totally non-confrontational, to the point that you will him at times to get angry. He's sometimes perceived - I think mis-

takenly - as wet. "This is a fiercely competitive indus-try and you can't afford to be halfhearted. If you're going to attack, you've got to go for the kill. Everyone's been telling him for a year that Maurice is resourceful beyond belief. We said: He will go for your jugular, Charlie, and he will destroy the company. You must go on to the front foot. Charlie actually believes people will behave decently and rationally.

the past few days, as staff and clients have haemorrhaged from the Saatchi & Saatchi advertising agency subsidiary in Britain. He distances himself from the coup, saying "I did not support dismissing Maurice as chairman. What has happened is exactly what I feared." He stresses that he is on record in a emo to non-executive directors as

having opposed the move.

This is certainly true, but it is also the case that, as was pointed out at the time, the memo should not have been taken to mean that Scott was "standing sboulder to shoulder" with Maurice Saatchi. Industry observers question whether he grilled advisers sufficiently before the coup, when it was decided not to await an extraordinary general meeting of shareholders. Others feel that Scott should have been able to second-guess Maurice Saatchi and had contingencies in place more swiftly.

In line with his hean-counter Image Scott is fond, as he speaks, of sorting arguments into "plus" and "minus" col-umns. Applying the exercise to his own qualities, the consensus among those who know and have dealings with him is that the positives add up as follows: Scott has been a highly competent finance director, he is diligent, thor-ough and frank to a fault; once he has been persuaded of a course of action, he is extraordinarily single-minded.

Among the negatives, he is seen as lacking insight into the core advertising business, and has failed to cultivate some of Saatchi's most important clients - a fact which helps explain some of the group's vulnerability since Mau-rice Saatchi resigned. In addition, some colleagues find him ponderous in his decision-making. He does not find leadership easy and is not a fluent pre-senter - a distinct drawback in a business where confidence and the ability to sell can be everything.

Scott now says the search is on for a new chairman to complement his own strengths and weaknesses. As he looks down the columns of pluses and minuses, he will surely come to the conclusion that one who would fit the bill would be someone just like ... Maurice Saatchi. As one colleague sadly notes: "You could have said they were Scott appears taken aback hy the the proverbial dream ticket, it's a tragitis stordy capital base to swiftness and magnitude of events of edy it didn't work out."



David Clark to create German bank in London

As the hig German banks beat a path to the City of London to run their international investment banking operations from there, David Clark, European treasurer and director of HSBC Markets, is noing at the chance to move up the road to help create "a modern German investment bank", writes Katharine

He is to become the joint head of the London office of Bankgesellschaft Berlin, a merger between three banks from the public and private sectors that is now entering its second year of business as Germany's sixth largest bank, ranked by capital. As is traditional German practice, he will have a co-bead, who has not yet been selected.

Clark spent 14 years at Commerciank in Frankfurt and London before joining Midland in 1990 and became a firm believer in the marits of the German banking system. He had a convenient personal introduction to the new bank in the form of Hans Leukers, the board member responsible for investment banking, whom he had got to know when the German ran WestLB's London

"German banks may have given the impression of being leeping giants over the years. but I believe they are very good at building things strategically," Clark enthuses.

As for the challenges of starting more or less from . scratch in a business to which German financial institutions have been very much the late-comers, he acknowledges that "we can't come in one Monday morning and do dollar hand new issues, or advise on privatisations". But be does reckon that the bank can use

derivatives. He adds that he will be recruiting "in an

has bounced our way". Before HSBC acquired Midland, Clark had been managing director of tre and capital markets at Midland Montagu, and group treasurer for Midland Bank. For HSBC, his role had been to draw together the new entity's European strategy on the

Absolute success

Cart Nycander (below), who led the team that turned Absolut Vodka from a tipple unknown outside Sweden 17 years ago to one of the world's top 10 distilled drinks brands, is retiring on February 1, writes Roderick Oram. For all the satisfaction be's derived from the "extraordinarily stimulating and demanding task", he says he is "glad to keep the promise I made to myself to leave at 60". He quits as executive vice president of Vin & Spirit, the Swedish state-owned drinks

group, but is being retained as consultant by Seagram. He hands on Absolut to Göran Lundquist who takes up a newly created role of director of international brands for V&S. Now that reden is joining the EU, V&S. has had to give up its monopoly of the domestic wine and spirits market. It has been broken into two independ business units, international

brands and a domestic unit. Lundquist, 53, joins from Allders, the British owned duty-free retailer, where he was director of business development. Previous jobs have included managing director of Unilever's Lipton Tea in Sweden and managing director of SAS Trading.

Nycander was a management consultant 17 years ago when V&S hired him to make Absolut an



international brand. Creating an image for Absolut was a painstaking aesthetic process worthy of a man who was an engineer by training but a jewellery maker by youthful

Various concepts from Erik Various concepts from Erik
the Red and the Swedish royal
family to hard-drinking
Swedish railway builders were
discarded along the way. In
the end the image came down
to the "absolute" purity of the
drink, a term first used for it
to 1879 by Lars Olsson Smith. in 1879 by Lars Olsson Smith, "The King of Vodks" who had begun distilling it version 10 years before on an island off

Cao: dissident's latest campaign

A former prominent political activist has become the architect of a new draft bankruptcy law in China which is intended to accelerate defaults of debt-ridden state enterprises

Cao Siyuan, who runs his own bankruptcy consultancy in Beijing, has long been struggling to gain official acceptance of the need to tighten up existing eight year-old bankruptcy provisions and make them compatible

with international standards. Blaming the financial drain from thousands of state enterprises for contributing heavily to China's soaring inflation. Cao stresses the importance of facilitating the bankruptcy of defunct state enterprises - and then providing assistance to workers in finding new jobs.

The proposed law was cleared by the leadership of the National People's Congress, China's nominal parliament, in late December and is expected to be considered by the full legislature in March.

During the 1980s, the former government economist was a well-known political dissident, he campaigned for revision of China's constitution and to make parliament open and publicly accountable. His calls for change cost him his job in 1988 and, a year later, landed him in jail after the crackdown on the Tianammen Square menstrations. His two books on bankruptcy law were

withdrawn.

Cao has predicted that the proposed new legislation "will help quicken reform of some of the enterprises and infuse in them a sense of life and death. It will make them start to work about their lives.

FINANCIAL TIMES

EXPORTER



FT EXPORTER: Winter Issue - January 31st

The next issue of the FT EXPORTER, Europe's leading export review will appear with the Financial Times throughout the UK and the Continent, on January 31st. Packed with advice, information and case studies the FT Exporter is a "must read" for all current or potential exporters.

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Argentine Republic General Administration of Ports S.E.

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ert, examining and

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was one of the

originators of "capitalist-realist"

together more

Gallery on

A maverick music-maker

BIS has made its name by specialising in repertoire which major record companies will not touch. Andrew Clark talks to the man behind the enterprise, Robert von Bahr

Eighth Symphony could have produced a tidy profit for Robert von Bahr, founder and owner of Swedish record company BIS. Instead, von Bahr decided to record it in aid of the Estonia ferry disaster appeal, and rush-released it for Christmas

The artists - the Gothenburg Symphony and Opera Orchestras and various choirs, conducted by Neeme Järvi - donated their services, as did BIS staff. Von Bahr persuaded Sweden's national newspapers to give a half-page of advertising. There was free television publicity, and the Swedish post office made no charge for parcel

The whole episode was typical of von Bahr, A maverick in the international recording world, he says

he tries to run BIS on a moral rather than a business basis. have never drawn np a budget for a record before It's mada. The main question is 'Is it interesting?'. And it works, we do well. I'm the accountant, I'm aware of the problems, but I don't let them

BIS - named after the repeat sign in music - has made its name by specialising in repertoire which major record companies will not touch: little-known Scandinavian works, complete editions of Sibelius and Schnittke, and previously unrecorded music hy composers as diverse as Gordon Jacoh, Sofia Gubaidulina and Olivier Messiaen. The BIS catalogue runs to 700 titles hnt few of them could be described as popular, and there are no Beethoven symphonies.

That is how you Bahr and his

customers seem to like it. Last year BIS sold nearly half a million compact discs, 87 per cent outside Sweden. Turnover is around SKr17m (£1.5m). "The profit motive is there insofar as we must break even says von Bahr. "A big-selling record means we can invest in something

we wouldn't normally have funds for - such as a symphonic work by an unknown composer. As long as my family and employees can eat and live decently, that's all I ask from life."

Von Bahr, 51, founded BIS in 1973. He wanted to make a record featuring his first wife, the flautist Gunnila von Bahr. Only one company was interested - on condition that he pay for the production costs and buy the first 500 copies. Von Bahr agreed. Ha quickly sold the 500 coples, and decided to form his own record company. His international

ish soprano Birgit Nilsson agreed to record a Lieder recital.

At first, von Bahr used an old pram to distribute records to Stockholm shops. Studio work was a matter of scissors and splicing tape. Today, BIS production and distribution may be more sophisticated, hut von Bahr still answers the phone and supervises recordings. His wife, Marianne, does the packing for export, and there are four other employees. Unlike his rivals, von Bahr leaves advertising to his dis-tributors. "The records are good. they speak for themselves," be says. "If people can't understand that too bad."

With limited overheads, BIS needs to sell only 4,000 copies to break even on most releases; where orchestral repertoire is still in copyright, the figure is more like 10,000.

breakthrough came when the Swed- From the start, von Bahr's operating principle was that no BIS recording should ever he deleted from the catalogue. "Robert has old-fashioned ideas about a lot of things," says one BIS husiness associate in the UK. "But where other people only see difficulties, he sees opportunities. He's very dynamic, with strong likes and dislikes, and that sometimes makes him enemies.

Enemy number one is the music publishing industry. Von Bahr vilifies publishers who will not reduce their fees to encourage recordings of neglected or contemporary works. "It's short-sighted, because they would earn so much more from their share of broadcasts and record sales. They want the music to be heard, and so do I. So I say Let's make a deal'. We're talking up to £2,500 here just to get hold of the musical material, plus a percentage copyright payment on top of that. No wonder so many labels stick to mainstream classics."

A few - notably Sikorski, the German publisher of Schnittke's music - have cooperated. Others are sceptical of von Bahr's tactics, Londonhased Boosey and Hawkes, for example, refused to reduce its fees for hiring out Britten's music. BIS promptly abandoned its projected Britten cycle. "I don't see why BIS should be treated any differently. says Tony Pool, Boosey's director of business affairs. "It all depends what Robert von Bahr means by 'rarely-performed' and 'reasonable reduction'. We have a great deal of respect for what he does, but we're not prepared to give away our important works for nothing.

Von Bahr's other bugbear is the artist who defects to a pigger company after establishing a reputation through BIS. He does not believe in exclusive contracts, and most of his regular soloists have remained loval. But when the Gothenhurg Symphony Orchestra was snapped up by Deutsche Grammophon four years ago after a long association with BIS, von Bahr was hurt. He concedes that "it's a free market. and you have to give the devil his due - DG sell more records than I can. They may not make better records, but it's a hig prestigious label. It has helped the orchestra to

become better known. The Gothenburg orchestra recently agreed to resume working with BIS - a move widely regarded as a compliment to von Bahr and the high standards of his production team. But he is not much interested in kudos within the music industry. "What makes me really proud is when an unknown composer or artist has been recorded by BIS: many collectors will give it a try, simply because they trust our reputation. That's the higgest compliment you can get."

Monaco, with includes recent gifts of incorporating designs by works by Matisse, de photographs and Kooning, Marden, objects from daily Polke and Richter

Hearing Hindemith again

Barbican/David Murray

SAN FRANCISCO

The spectacular new

headquarters of the

inaugurated on

San Francisco Museum

of Modern Art will be

Wednesday. The \$60m

project, designed by Swiss architect Mario

Botta, is the largest US

building devoted to

contemporary and

modern art outside

New York. The

imposing facade

stepped spaces

dominated by a

opening display

features a series of

cylindrical skylight. The

years ago on the vogue for mini-festivals that celebrate this or that composer (or try to resuscitate him), I warned readers that at the rate they were coming we might soon have to face up to a festive Hindem-ith revival. This weekend, that came true. The BBC mounted an intensive display of him at the Barbican, crowning his status as Radio 3's Composer of the Week. And more is on the cards: Nohuko lmai's spring conspectus of his music for viola (Hindemith's own instrument), and next autumn Mathis der Maler at the Royal Opera, and – who knows? – one or two famous pignists may at last remember the Third Sonata, or even Ludus Tonalis.

The tronble with Paul Hindemith is that he was the most recent musical monument to sink. He died in 1963, at 68, and (as Calum Mac-Donald's excellent programme-book reminded us) until about then every standard survey of our century's music placed him among the definitive masters. Nobody would say that now, nor deny it either: the question just doesn't arise. The monument has not been toppled or dehunked, but discreetly removed to the cellar, and we are not sure what to do with it. It no longer fits anywhere.

The inspired stroke of the BBC/ Barbican mini-festival was to concentrate on the pre-monumental Hindemith - the jaunty, earthy, "radical" young composer who was an omnicompetent musician too. not the conservative polemicist and grandiose routinier of the late 1930s and after. The Nazis nearly broke him before he fled at last to America, as they did many another composer of what they branded as entortete Musik, "degenerate

Hindemith's position, however, was peculiarly distressful. Not only was he already far hetter established than any of the other blacklisted musicians, but he found himself sharing the blacklist with some trivially incompetent composers, and other, better ones - Schoenberg and his disciples - whom he thought fundamentally misguided.

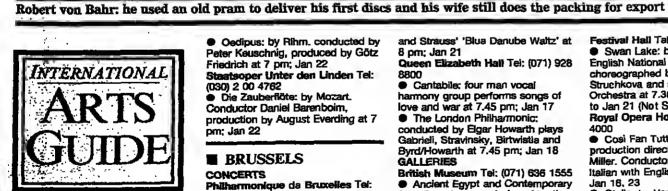
We still await a proper diagnosis of what really happened to Hindem-lth between 1933 and, say, 1941. (It was in 1941 that be published a new version of his revered 1923 song-cycla Das Marienleben, which Glenn Goald thought "the greatest song-cycle ever written". bruially re-composed to make it answer to his latest tenets.) Wisely, the BBC set such problems aside in favour of the younger Hindemith, untrammelled by theory; and some of the best of him is in his "trilogy" outrageous one-act operas, which we got on consecutive nights. On Friday we had Das Nusch-Nuschi, a bawdy little "play for Bur-mese marionettes" composed in 1920 in the nco-classical manner that Hindemith always loyed. The tone is cheerful, the action pretty hroad, the score concise and charming. The four unfaithful Queens were nicely contrasted by Priti Coles, Paula O'Sullivan, Elizabeth McCormack and Susannah Glanville; the Prince who takes them all to bed, one after another, is a spoken role, and the testicle-devouring Nusch-Nuschi monster is silent, but the rest of the numerous cast sang

np strongly. As the go-between, Barry Banks had to compete hard against Hindemith's exuberant orchestra: **Bosemary Hardy and Louise Winter** had an easier time as the mellifinous Bayaderes. In the same concert, Andrew Davis conducted the BBC Symphony in the 1930 Konzertmusik for plane, harps and hrass, a clean, original score to which the pianist Peter Donohoe lent terrific panache; and hefore that a racketty Toccata for player piano, manned with assurance by Rex Lawson.

On Saturday afternoon, the chief attraction amid a pleasant concert of mixed chamber music should have been the two long portions of Das Marienleben, but the chosen soprano evidently lacked any grasp of German - a hopeless disadvantage in a cycle on Rilke texts. Mnch more fun was an Alpine silent film earlier, Im Kampf mit dem Berge. with quaintly pedagogical subtitles and a lusty, eclectic score by Hindemith which the London Sinfonlette delivered Impeccably for Helmnt Imig. Another odd rediscovery began the evening concert, a "welltempered" Ragtime (after Bach) for large orchestra, premiered only in 1987.

In that programme Yan Pascal Tortelier conducted the BBC Philharmonic with fehrile verve. Too much for the serene Nobilissima Visione suite, perhaps; hnt almost enough - with a towering soloist in Mischa Maisky - to save the 1940 Cello Concerto, which is just the kind of Hindemith one never wanted a festival of, orotund and humourless. Fortunately, the climax of the concert came with the hlasphemons 1921 opera Sancta Susanna, which swept the suite and the concerto straight out of mind.

The Vatican was complaining about Sancia Susanno as recently as 1977, which would have delighted Hindemith (the younger one, at least). The action is simple and shocking: before a statue of the crucified Christ, a young nun prays herself into an erotic frenzy, at the peak of which she tears the loincloth from the sacred figure - and is duly immured by her annalled sisters. The score is a hrilliant piece of Expressionism, vivid and lurid, hardly recognisable as Hindemith, and it works superbly



AMSTERDAM

CONCERTS Het Concertgebouw Tel: (020) 871 Royal Concertgebouw Orchestra: conducted by Valerie Gergiev plays

Osstwoiskeia and Shostakovich at 8.15 pm; Jan 18, 19 PERABALLET Het Muziektheater Tel: (020) 551

Littellana in Algert: by Rossini. Praduced by Darlo Fo, conducted Nosto Zedda at 8 pm; Jan 17, 19,

BERLIN

12 MEN

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PERA/BALLET Missche Oper Tel: (030) 341 9249 let Evening: conducted by Bestian Lang-Lessing. Nacho ato, Glen Tetley and Harris atomics choreograph works by itisy. Poulenc and Stravinsky at :Jan 17. 19

Madema Butterfly: by Puccini. Conductor Sebastian Lang-Lessing. Production by Pier Luigi Sameritani at 7 pm; Jan 18, 21 (5 pm)

 Oedipus: by Rihm. conducted by Peter Keuschnig, produced by Götz Friedrich at 7 pm; Jan 22 Staatsoper Unter den Linden Tel: (030) 2 00 4762 Die Zauberfiöte: by Mozart. Conductor Daniel Barenboim, production by August Everding at 7

■ BRUSSELS CONCERTS

pm: Jan 22

Philharmonique da Bruxelles Tei: (02) 507 84 34 Balgian National Orchestra: with violinist Phillipe Hirshhorn and conductor Victor Liberman plays Elgar, Mendelssohn and Bartók at B pm; Jan 17

 Champs-Elysées Orchestra: with cellist Christophe Coin and conductor Phillipe Herreweghe plays Schumann at 8 pm; Jan 23

■ LONDON

CONCERTS Barbican Tel: (071) 638 8891 Briggite Fassbaender: the mezzo-soprano with tha Academy of London conducted by Richard Stamp plays Beethoven and Mahler at 7.30 pm: Jan 16 Fauré: Requiem: City of London Sinfonia conducted by Harry Christophers plays Fauré and Mozart

at 7.30 pm; Jan 20 Pierra Boulez: conducts that London Symphony Orchestra to play Stravinsky, Webern, Bartok and Boulez's own, 'Notations I-IV' at 7.30 pm; Jan 22 (3 pm) Popular Classics: with that London Concert Orchestra conducted by David Amold. Highlights include Ravel's 'Bolero'

and Strauss' 'Blua Danube Waltz' at 8 pm; Jan 21 Queen Elizabeth Hall Tel: (071) 928 8800

 Cantabile: four man vocal harmony group performs songs of love and war at 7.45 pm; Jan 17 The London Philhamonic: conducted by Elgar Howarth plays Gabrieli, Stravinsky, Birtwistla and Byrd/Howarth at 7.45 pm; Jan 18

British Museum Tel: (071) 636 1555 Ancient Egypt and Contemporary Art: 12 works commissioned by the museum alongside the existing collection of ancient Egyptian relics;

to Jan 19 Byzantium: treasures of Byzantine art and culture from British collections; to Apr 23 (Not

National Portrait Tel: (071) 306 0055

• The Sitwells: the arts of the 20's and 30's through tha eyes of the Sitwells: to Jan 22 Royal Academy Tel: (071) 439 7438 The Painted Page: Italian Renaissance Book Illustrations from 1450-1550; to Jan 22

Victoria and Albert Tel: (071) 938 Warworks: women photography and the art of war. A perspectiva of war through the eyes of international women artists: to Mar 19 OPERA/BALLET

English National Opera Tel: (071) 632 8300 • Figaro's Wedding: in house debut for conductor Derrick Inouye at 7 om; Jan 18, 21 Rigoletto: Jonathan Miller's updated version of Verdi's opera

where tha duke is a mafia boss at

7.30 pm; Jan 23

 Out of a House Walked a Man: by Daniil Kharms. A Royal National Theatre and Theatre de Complicita co-production of a collection of musical scenes by the Russian absurdist writer at 7.30 pm: Jan 17. 18 (2.15 pm), 19 Tha Children's Hour, by Lillian Hellman, directed by Howard Davies

Festival Hall Tal: (071) 926 8800

Struchkova and supported by its

Orchestra at 7.30 pm; from Jan 16

Royal Opera House Tel: (071) 340

Così Fan Tutte: by Mozart, A new

production directed by Jonathan

Miller. Conductor Evelino Pidó. In

Italian with English surtitles at 7 pm;

Otello: by Verdi. Conductor Carlo

Rizzi, director Elijah Moshinsky. In

Italian with English surtitles at 7.30

Swan Lake: by Tchaikovsky.

and Lev Ivanov, production by

Choreographed by Marius Petipa

Anthony Dowell at 7.30 pm; Jan 16,

National, Lyttelton Tel: (071) 928

English National Ballet

to Jan 21 (Not Sun)

Jan 16, 23

THEATRE

pm; Jan 17, 20

choreographed by Raissa

Swan Lake: by Tchalkovsky. The

at 7.30 pm; Jan 20, 21 (2.15 pm) ■ MADRID

CONCERTS Fundación Juan March Tel: (91) 435 48 40/435 42 40 Henry Purcell and Other English Composers: a series of concerts of works by English composers such as Purcell, Tallis and Gibbons at

7.30 pm; Jan 18

GALLERIES. Reina Sofia Tel: (91) 468 30 02 Salvador Dali: tha early years; to

■ NEW YORK **GALLERIES**

Guggenhaim
The Italian Metamorphosis 1943-1968: a survay of visual arts in tha postwar period; to Jan 22 OPERA/BALLET Metropolitan Tel: (212) 362 6000 Die Fledermaus: hy J. Strauss.

Sung In German with English dialogue at 6 pm; Jan 16, 21 L' Elisir d' Amore: by Donlzetti. Produced by John Copely, conducted by Edoardo Müller at 8 pm; Jan 17, 21 (1.30 pm)

● La Nozze di Figaro: by Mozart. Produced by Jean-Pierre Ponnelle, conducted by James Levine at 8 pm; Jan 16, 20 Simon Boccanegra: by Vardi. A

new production directed by Giancarlo del Monaco. James Levina conducts the opening night cast of Cheryl Studer, Placido Domingo and Vladimir Chemov at 8 pm; Jan 19,

■ PARIS CONCERTS

Champs Elysées Tel: (1) 47 23 37 21/47 20 08 24

 Nathalia Stutzmann: contralto and pianist Inger Södergren plays Schumann, Debussy and Tchaikovsky at 8.30 pm; Jan 17 National Orchestra of France: with violiniat Sarah Chang and conductor Charles Dutoit plays Ravel, Lalo and Stravinsky at 8 pm;

 Soirée Beethoven; part of the 'Prades aux Champs Elysées' series featuring oboists J. Louis Capezzali and Christian Schmitt at 8.30 pm;

Jan 20 Soirée Brahms: part of the 'Prades aux Champs Elysées' series, featuring violinists Régis Pasquler and J.-Jacques Kantorow at 6.30 pm; Jan 16

 Virtuosos of Moscow: violinist Vladimir Spivakov plays Haydn, Bartók and Tchaikovsky at 6.30 pm;

■ WASHINGTON CONCERTS

Kennedy Center Tel: (202) 467

 National Symphony Orchestra: with soprano Elizabeth Futral, mezzo-soprano Claudine Carlson and the Choral Arts Society of Washington, Leonard Statkin conducts Ravel and Mahler at 8.30 pm; Jan 17 (7 pm) Washington Chamber Symphony:

Stephen Simon conducts Bach and Haydn at 7.30 pm; Jan 20, 21 OPERA/BALLET Washington Opera Tel: (202) 416

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 Semele: by Handel. Conductor Martin Pearlman. Roman Tarleckvi directs a Zack Brown production at 8 pm; Jan 16 (7 pm) The Bartered Bride: by Smetana. Conducted by Heinz Fricke. In English at 8 pm; Jan 19, 21 Vanessa: by Samuel Barber. Director Michael Kahn, conductor

Christopher Keena at 6 pm; Jan 18,

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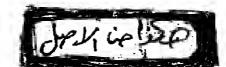
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NOTICES



Adam Smith and the virtue of capitalism

ive years after the demise of communism in eastern Europe, the economic merits of free enterprise are rarely disputed. To a greater or lesser degree, nearly veryone now concedes that capital ism offers the most plausible formula for higher living standards.

But to accept, grudgingly, the necessity of markets is not to like them. Many people in industrialised countries - perhaps a majority -still appear to regard the capitalist system as fundamentally immoral. They are appalled by the vast rewards garnered by chief execu-tives and stockbrokers when many working people are experiencing stagment or declining real incomes.

And far from accepting the logic of "laisser-faire" policies, they argue that governments should intervene more vigorously on behalf of less privileged groups and individuals.

This negative sentiment towards markets seems especially prevalent among the clergy and other self-appointed guardians of our morals. Is there en antidote? Perhaps not, but it would help if more people took the trouble to read Adam Smith. Sadly he is more quoted than read: economists foolishly imagine thet The Wealth of Nations has been superseded by more recent theories whils philosophers and political scientists falsely regard Smith as "just

He was, in fact, one of the leading moral philosophers of his day and the author of a superb treatise on ethics called The Theory of Moral

On some accounts. Smith regarded his ethical writing as superior to his economics; at any rate he devoted the final year of his life to an extensive revision of Moral Sen-

It might be imagined that the founder of modern economics would adopt a rather hard-nosed approach to morals. In the early 18th century tha satirist Bernard Mandevilla had gained notoriety for arguing that everything people did was really motivated by self-love.

If you gave to charity, for example, you were either selfishly seeking a reputation for generosity or trying to assuage your feelings of guilt. In Mandeville's view, the notion of selfless benevolence was sheer hypocrisy.

Smith had no patience with Mandeville's sophistries. He placed sympathy with others at the heart of morality. We are capable of making moral judgments, he argued, only to the extent that we are able to empathise with others. Wa can judge the rightness or wrongness of another's action only by mentally exchanging places with him or her - seeing the

Michael Prowse defends the morality of the free market system

world through his or her eyes. Likewise, wa can assess the orality of our own behaviour only putting ourselves in the shoes of "impartial spectator". When ethically perplexed, the question we should always ask is: would a disinterested observer, in full possession of the relevant facts, approve or disapprove of our actions?

His emphasis in the Moral Senti-ments on empathy, impartial spectators and so forth led to what 19th century scholars called the "Adam Smith problem". In The Wealth of Nations, after all, Smith had famously stressed the importance of self-interest: "It is not from the benavolence of the butcher, the brewer or the baker, that we expect our dinner but from their regard to their own interest". How could Smith glorify the virtues of self-in-terest in one book and call on people to empathise with their fellows in another?

The desire to help others was admirable, but people also had a moral duty to take care of themselves.

It was Smith's critics who were confused. There was never any inconsistency between Smith's eth-ics and his economics. His detrac-tors falled to grasp the richness of his conception of virtue and the subtlety of the way he divided ethical tasks between government and the individual.

In the Moral Sentiments, Smith voiced concern that religious leaders and ethicists (including his own teacher Francis Hutcheson) were equating virtue with benevolence. On this view, acts were virtuous only if they were intended to benefit others. Smith readily agreed that benevolence was the "most graceful and agreeable of the virtues". But those who regarded it as the only virtue were making as egregious an error as Mandevilla, who had denied the reality of any virtues.

Religious leaders were fixated on benevolence, Smith argued, because benevolence was the appropriate guiding principle for an all-powerful Deity and they wanted man to become as Godlike as possible. But while God could be assumed to have no unmet needs, the same was not true of human beings who faced countless material challenges. The desire to help others was admirable, but people also had a moral duty to take care of themselves. He thus regarded prudence - the rational pursuit of one's own material wellheing and happiness – as a cardinal

Smith thus did not deny that it was virtuous to give your savings to Oxfam; but ha contended that it was also virtuous to invest them in a business from which you, as well as others, would benefit. It was evi-dent to him that a world in which everyone put a greater premium on benevolence than prudence would remain in a sorry condition. Indeed, he might heve gone further and argued that prudence is a pre-condi-tion for benevolence: if resources are not first accumulated, there is nothing for the benevolent person to give away. Smith drew a sharp distinction

between benevolence and fustice. He defined injustice narrowly as any infringement of laws protecting people's lives, limbs, property and contracts. He argued that, like prudence, justice in some s deserved a lower moral rank than benevolence. We rightly praise people for benevolent acts but feel that the mere observance of the laws of justice warrants no special praise. It is something that should be taken for granted.

Justice, however, is socially far more important than benevolence. Smith argued that a society would flourish most when people helped each other out of a sense of recipro-cal love and gratitude. But it would still function without any mutual love provided laws were enforced permitting "a self-interested or mercenary exchange of good offices".

Justice, he maintained, was the main pillar that upheld the edifice of human society; benevolence was less critical - it was an ornament that embellished the structure rather than part of the foundation. It is now possible to understand

the interrelation between Smith's ethical and economic theories. Smith regarded benevolence as the highest virtue, but sensibly recogsed that you cannot legislate for it. Governments can forcibly raise large sums in taxation and spend the proceeds on the poor at home or abroad. But this is not benevolence because the sums are not voluntarily given; the decision to be generous or selfless has to be a per-sonal decision, it cannot be taken on behalf of people by politicians. But although governments can do little to promote true benevolence,

they can do much to promote virtuous behaviour. In asking us to "love our naighbours as we love our-



selves". Christians demand that we try to feel for others what we naturally fest for ourselves. Smith regarded this maxim as well-intentioned but dangerously naive. A more practical alternative, he suggested, was to try to feel for ourselves what we naturally feel for others: in other words, to love ourselves no more than we love our neighbours.

These may seem similar doc-trines. But they have very different consequences for public policy. The first, by heightening our desire to help others, tends to promote interventionist measures; the second, by lessening our concern for ourselves, tends to favour the removal of special privileges.

The second is a restatement of the "impartial spectator" doctrine: it " the economy: I would be loving

asks us to view ourselves "not in the light in which our own selfish passions are apt to place us, but in the light in which any other citizen of the world would view us".

Loving curselves only as we love our neighbours is the essence of the "laisser-faire" approach to government. Suppose I am a trade unionist. Should I favour restrictions on the entry of workers to my trade? No, because an impartial spectator would disapprove; he would have the same regard for the interests of new entrants as for existing work-

If I am an exporter, should I demand government subsidies to help me win business overseas? No. because the cost would inevitably have to be borne by other sectors of myself more than others. Ditto for

proponents of import controls. Smith's ethical views drove him to a free market position. He recognised that the cost of interventions by government to further the interests of one group of citizens would typically have to be paid for by On the loving our neighbours as

ourselves viaw, each concession could perhaps be justified if offsetting concessions were granted to others. But this would lead to labyrinthine complexity and chronic inefficiency. The only doctrine an impartial spectator could countenance would be what Smith called the "obvious and simple system of natural liberty": a regime in which. no special privileges were extended to any group or individual.

Such a bonfire of controls and restrictions was also consistent with Smith's emphasis on the virtue of prudence, or of rational efforts to

of prudence, or of rational entites of further our material well-being.

If man has a duty to care for himself, he surely has a right to work where he wants, to negotiate contracts freely with employers, to save in whatever media he most favours, and to invest in whatever ets or markets he expects to gen-

erate the highest returns.

How could the impartial spectator or even God himself - support artificial restrictions on economic activity that fetter the exercise of individual prudence? Instead of restricting economic options, tha truly ethical government will focus on its prime function, the enforcement of the laws protecting property and contract - the laws that are a precondition for the fruitful exercise of individual prudence.

But what of the vast differences in material rewards thrown up by the market? Smith would have had no sympathy for calls for compulsory redistribution. He would have hoped that rich individuals would

voluntarily engage in philanthropy. But he would also have emphasised the folly of equating wealth with happiness. Somewhat ascetic by nature, ha dismissed the plea-sures of the rich as "contemptible and trifling. He argued that the price paid in toil, anxiety and loss of leisure in accumulating a fortune frequently more than offset the likely benefits. You do not sleep more soundly in a palace than in a cottage, he warned

Smith thus provides all the keys for the moral rehabilitation of markets. We should not be envious of the rich because material rewards are not, at the end of the day, the most important thing in life. We should cherish benevolence as a sublime virtue, but understand that it can be exercised only by individuals. Wa should remember that it is not the only virtue: we also have a moral duty to care for our own material interests, so as not to be a burden on others. And this prudence is most readily exercised

within a free enterprise system. In loving ourselves only as we love others (rather than vice versa), we are morally bound to reject government interventions and restrictions that favour ourselves over other citizens or groups. But if everyone shows respect for the impartial spectator, "laisser-faire" policies become obligatory for society as a whole.

Limited government is thus not

only economically efficient but morally desirable. And the supposed conflict between markets and morals turns out to be an illusion.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Fall in debt behind | Employers look in wrong Swedish optimism

From Mr Jens Henriksson. Sir, in your editorial, "Mar-kets catch a chill" (January 11), you wrote that the Swedish government had made an overoptimistic budget as it expects that "lower interest rates, in future, will lower the cost of servicing the debt by around SKr18 bu". This is a misunderstanding. The SKr18bn is the

result of decreased interest

emenditures due to a smaller

government debt. When calculating a tightening of public finances you have to compare with a base line scenario. Thus, a spending cut by SKr10bn automatically reduces the borrowing requirement, and therefore yearly interest expenditures by approximately SKribn. This is

but to the lower cost of servicing the debt. In fact, if interest rates rise, this amount will be

even larger.
The Swedish government tightens the public finances by the equivalent of more than 7 per cent of gross domestic product. More than 3 percentage points of the effect appears already in 1995, 1.5 points in 1996 and about 1 point in each of 1997 and 1998. Due to this tightening the outstanding debt will be smaller compared to doing nothing and thus interest payments will be reduced by SKri8bn. Jens Henriksson. political adviser, Ministry of Finance, 103 33 Stockholm, Sweden

issues raised.

place for best graduates From Ms D Metcalfe and upon through degree courses which involve close links with

Ms H C Grant.

Sir, In response to the article "Employers not impressed by calibre of graduate applicants" (January 5), regarding the apparent lack of graduates of the right calibre for the 1995 intake - we, as two final year students currently undertaking the recruitment process, would like to comment on some of the

According to the Association of Graduate Recruiters, employers feel that not enough graduates possess appropriate transferable skills. We under stand these to include communication, organisational and presentation skills, the ability to work in a team and leadership potential; all of which can
151 Gerald Road,
be acquired and improved Salford, M6 6BL

industry such as work experience, for example, placements and company-sponsored pro-jects. This type of degree course is more commonly found in universities which are forward-looking and understand the importance of establishing end enhancing links with industry.

Our experience has been that

many companies in fact concentrate thair recruitment drive on the traditional, "red-brick" universities, through milk-rounds, etc. Perhaps this is why they miss out on the untapped potential they seek.

D Metcalfe,

151 Gerald Road,

Better the maverick

From Mr Philip J R Wright.

Sir, I enjoyed Victoria Griffith's article "Chameleon or maverick" (January 11). Two types of business people were described: the "chameleon", a team player, feeding off other people's cues, attuned to what others in the company are saying, and the "maver-ick", a low self-monitor who goes with his own beliefs, tell-ing people what they don't want to hear.

The implication appears to be that if you want to "climb the corporate ladder faster", it's better to be a "chameleon" the determined maverick — rather than racing to the top of someone else's ladder — builds his own. Not only is he at the top sooner, but he owns it. If large companies are more prone to surround the CEO with relatively untalented

with relatively untalented sycophants whose personal goals are not congruent with those of the organisation, but who play along at being "company" people, it is not surprising that the long-term future of the large company is in doubt. Guess which type I am? Philip J R Wright (unemployed).

ployed). 16 Princess Grove, Wistoston, Creste, Cheshire CW2 8HR.

Is FT gender neutral or for men only?

From Miss C H Dawes.
Sir, I like the advertisement on page 5 (January 13) of the Financial Times, Indeed, I have always liked it. However, I preferred it when it was very clev-erly teamed with an advertisement aimed at women and featuring, I believe, the Scot-tish comedian Billy Councily.

Are you going to be gender neutral - in the nicest possible way - and publish a female equivalent of the ad? Harriet Dawes, 69 Gibson Square. London NI ORA

From Ms Catherine Stevens. Sir, I was shocked to see the B1050 Brussels, Belgium

advertisement carried on page 5 displaying a scantily clad blonds with the caption "Hello Boys" to wish readers a Happy New Year! Does TBWA Advertising think that the FT is only read by men? Catherine Stevens, 11 rue A Campenhout

Cumbria Tec brought alleged fraud to light control audits: Ocumbria Tec notified the government department responsible of the alleged

Sir, I refer to your article,
"Cumbria Tec payment is
probed" (January 10). There
are a few key facts which I feel
should be added to your coverage of this affair, as follows:

• R was Cumbria Training

and Enterprise Council which first discovered the alleged police.

fraud in the course of our normal quality and financial all the Tecs' financial control

Venture House,

Guard Street, Workington,

Cumbria CA14 4EW

• Cumbria Tec brought the facts to the attention of JHP Training which, as it involved

JHP's employees, notified the

systems have improved considerably. It is worth noting that Cumbria Tec enjoys the Department of Employment's highest rating for financial control. Steve Palmer. Cumbria Training & Enterprise

Council,

Barbara Bush talking of Geraldine Ferraro From Mr Rambod Behboodi. candidate. The silver baired

Sir, I write with reference to your story of January 5, "Republicans hall 'amazing' day", in which you quoted Mrs Barbara Bush as once saying of Mrs Hillary Clinton: "I can't say the word ... but it rhymes

In fact, Mrs Bush made her famous remark in 1984 about

and elegant Mrs Bush later clarified her statement, saying that sha had really meant "witch", and not "bitch".
I should also like to note that

the two statements were made in quite different circumstances. Mrs Bush made her In fact, Mrs Bush made her remark in response to a direct famous remark in 1984 about question by a journalist as to her opinion of Ms Ferraro, Democratic Vice-Presidential whereas Mr. Gingrich's com-

ment was a private one made to his mother. I have little sympathy or respect for Mr Gingrich and his party, but I wonder what relevance this private private communication between a mother and her son has to public policymaking, such as it is, in the US. Rambod Behboodi, Aspang strasse 15/16.

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FINANCIAL TIMES

Number One Southwark Bridge, London SEI 9HL Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700 Monday January 16 1995

A fresh chance to reform Italy

Mr Lamberto Dini, Italy's prime minister-designate, must capitalise on the sense of urgency engendered by the country's political and economic crises, but avoid being crushed by them. He has set four priorities for the new administration likely to be formed this week: carbing the budget deficit, reforming Italy's over-generous pensions system, bringing in new rules on control of television and introducing new laws for a firstpast-the-post voting system for the next general election. These challenges are as unavoidable as they are unenviable

For Mr Dini'e interim administration to accomplish all of them within the space of a few months would represent a superhuman achievement. Yet after the failure of the prime ministership of Mr Silvio Berlusconi, Italy must confront its problems head on. President Oscar Luigi Scalfaro has ren-dered a service by engineering a compromise to block Mr Berluscont'e desire for early general electione. But the relief will be short-lived, unless Mr Dini acts quickly to achieve the needed stabilisation.

Mr Dini, a former director-general of the Bank of Italy, was Treasury minister under Mr Berlusconi. He lacks the proven leadership qualities of Mr Carlo Azeglio Ciampi, the former Bank of Italy governor, who was prime minister during a similar technocrat-led administration in 1993-94. While Mr Ciampi's stature was enhanced by his umblemished central bank record. Mr Dini weakened his credibility through the unnecessary row last year over his attempt to nominate his own successor at the Bank of Italy. Additionally, Mr Dini's reputation suffers from having already failed once, last November,

pensions entitlements. Nevertheless, Mr Dini has some important advantages. In contrast to Mr Berlusconi, he embodies a commitment to fiscal orthodoxy. As a msmber of the previous administration, he should be able to rely on parliamentary support from at least part of Mr Berlusconi's Forza Italia. In his initial statements Mr Dini has also demonstrated commendable readine to set an active government agenda, a move welcomed at the end of last week by concerned financial markets.

Mr Dini's aim is to use Mr Ber lusconi's failures to illustrate the inescapable need for unpopular measures. Obtaining support from parliament and the public will require not only wisdom but also great political skill, particularly if he is to win a renewed tussle with trade unions over pensions. Mr Dini's balancing act is made more delicate still by the peculiar position of Mr Berlusconi who will play a central role in determining the fortunes of his successor.

Mr Berlusconi will remain embroiled in the corruption investigations. He can be expected to use his hold over important sec tions of the media to influence the deliberations on reforming broadcasting laws. Additionally, he will have an incentive to exploit Mr Dini's problems as a means of returning to power in a future election.

Mr Berhisconi'e lack of achieve ment increases Mr Dini's chances of appearing at least a modest success. But Mr Dini needs to be more than a mere caretaker. He must prepare for new elections thet may come as early as next summer. But he must also set Italy firmly on the path of reform that eluded his predecessor. Both time and the patience of financial to push through cuts in markets are running out.

Santer's list

Mr Jacques Santer and his band of down even before his new commis would-be European commissioners face a delicate dilemma when they assemble in Strasbourg today. They must decide whether to redistribute some of their portfolios in response to sharp criticism from the European perliament, or to ignore the criticism and risk the wrath of the assembly. The parliamentarians cannot veto individual commissioners, but they can reject the whole team if they feel strongly enough about it.

Such drastic action is scarcely justified by the objections raised during the confirmation hearings of five members of the new commission. One commissioner has been criticised as too conservative on women's rights, another as too vague and imprecise on the future of Europe, a third as inadequately prepared and lacking in respect for the parliament. To sack them all would smack of using a nuclear weapon to resolve a local skirmish. That is often the problem for the European parliament: its powers amount to all, or nothing. Mr Santer can hardly back powers permit.

sion is in office, so the parliament would be well advised to give way

gracefully.

That is not to say that the exercise of scrutinising the new commissioners has been a waste of time. The parliament has made it clear that it sees them as primarily answerable to it, rather than to their national governments. It has forced them to do their homework, and identify their policy priorities. It has served notice that it will look for every opportunity to extend its democratic control over the Brussels bureaucracy.

The question of the powers of the parliament is likely to be central to the forthcoming inter-gov ernmental conference of the EU member states in 1996. Yet a process is already under way in which the institution is extending its influence, although it is at times erratic. Some, particularly in London and Paris, accuse the parliamentarians of being irresponsible. The truth is that they will only be as responsible as their

Pricing risk

If doomsday is coming, it should Bermada in international insurhelp to know. Last week, scienance and reinsurance increased by tists warned that California 27bn. About half of the inflow, should brace itself for more earthquakes of the kind it suffered a year ago. But the warning, pub-lished in the journal Science, may be wasted on the world's insurance industry.

Insurers and reinsurers (who cover insurers against hig losses) now acknowledge that they have been consistently under-estimating the costs of disaster, and that they have also failed to anticipate the size of claims under US liabil-ity laws. The question is how the industry's pricing and corporate structure should change.

According to industry estimates, there were 600 big natural disasters worldwide in 1993, generating overall losses of \$50bn (£33bn). Meanwhile, US claims for environmental and health liability con-tinue to rise. US rating agencies estimate that environmental and aspestos claims could cost more than \$130bn; it is unclear yet whether the Republican capture of Congress will succeed in reining back liability laws. The result is that profitability declined steadily for the global reinsurance industry between 1988 and 1993, the last year for which figures are available, according to rating agency Standard & Poor's. Moreover, says S&P, shareholders' funds of the world's 111 largest reinsurers, excluding Lloyd's of London, are only slightly bigger than the cost of one disaster such as the Calif-Ornia earthquake, which caused

about \$30hn in damage. But attempts to push up rates have generally been unsuccessful, as negotiations of 1995 premiums in the past month have shown. This partly reflects the wave of new capacity, particularly in Bermuda. In 1993, investment through into governments' laps.

attracted by the favourable tax and regulatory regime, has gone to nine new catastrophe reinsur-ance companies. The new entrants have recognised that as a result of concerns about the capacity of insurers to withstand large losses. well-capitalised groups will be well placed to attract new business and squeeze out smaller ones. Sheer size has put the Bermuda brigade rapidly into the front ranks in several sectors at the expense, notably, of Lloyd's. Further consolidation in the

industry can now be expected. To survive, small reinsurers will try to merge or create joint ventures to build larger and more diversified portfolios, and to cut top-heavy administrative structures. More sophisticated products to enable the industry to spread risks are likely to emerge.

Those changes may lead premiums to reflect risks more accurately. The increasing use of meteorologists, geologists and computer software in recent years suggests that the industry is attempting to improve the pricing of risk. Munich Re, the world's largest reinsurer, also announced in December that it may withdraw from business where premiums are too low to justify the risks.

Insurers cannot control the arrival of doomsday, nor the enthusiasms of the US environmental lobby. The changes under way in the industry are the inevitable response to those pressures, and should enable insurers to charge a price which more accurately reflects the full risk they bear. In extreme cases, risks may simply become uninsurable which would throw the problem

fter two years of delivering consistent price reductions to keep his customers happy, Mr Terry Trudgian, joint managing director of Cromwell Rubber, is running run out of room

for manoeuvre. With price increases of up to 15 per cent for steel and polymers coming this year, the Peterborough company - which supplies carmakers such as Honda and Nissan - doubts it can cut its costs any further.

We will have to attempt to pass the latest increases on to our customers," he says, "though I'm not necessarily convinced of the underlying reasons for some of the raw material increases.

The latest batch of British factory prices, to be published today, seems certain to reinforce his dilemma. They are expected to show further increases in raw material prices, with manufacturing prices growing more modestly.

Meanwhile, retail price index data on Wednesday is likely to show that the price of many high-street goods has remained fairly flat. As the UK enters its third year of economic recovery, the issne facing the corporate sector is whether manufacturers and retailers can continue to absorb the increasing cost of raw materials.

The pressure on costs stems from rising commodity prices, triggered over the past year by growing world demand. ft has confronted UK manufacturers with a surge in raw material prices as big as that which followed the 1992 devaluation. In the year to November, the cost of fuels and materials purchased by industry rose by 7.9 per cent. So far, manufacturers have not

fully passed on the costs. Prices of goods leaving factory gates rose 2.4 per cent over the same period. And retailers have also absorbed some of the risa, lesving retail price inflation, excluding mortgsge interest payments, at 2.3 per cent.

Life has been tougher in some sectors. The cost of textile materials, for example, grew 9 per cent over that period while high-street clothing prices fell 0.5 per cent.

Optimists argue that something radical has happened that need not lead to a re-emergence of inflation. They balieve that the recent recession prompted changes in the way that manufacturers and retailers do business that have helped them absorb rising costs in a way unseen in previous recoveries.

Pessimists say there is always a lag before cost increases feed through to the consumer. As margins are squeezed and the recovery gathers pace, companies will revert to previous behaviour and raise prices. As evidence, they cite the recent slight pickup in a

Gillian Tett and Roderick Oram on how UK manufacturers and retailers are coping with rising costs

Working on the margins

few output prices.
"The big question now is whether

the gap between retail price inflation and input costs reflects a major structural change or whether it is simply part of the normal economic lag," says Mr Adam Cole, UK economist at James Capel. "The next few months will be vital in discovering which of these scenarios is true."

For the present, however, there appears to be little pressure on manufacturers' margins overall, which are near a historic high. The Bank of England calculates that manufacturers' margins rose 4 per cent in the year to August.

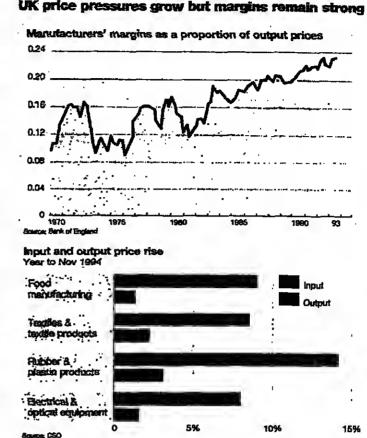
"Input prices are rising steeply but they are being more than offset by falling unit labour costs," says Mr Paul Turnbull, UK economist at brokers Smith Nsw Court

He estimates that labour costs represent around 65 per cent of a company's total costs while raw material costs represent a mere 15 per cent. In the three months to October, unit labour costs were 1.7 per cent lower than in the same period a year ago - the largest fall since the figures were first recorded in 1970 - thanks mainly to prodoctivity increases.

This good news is unlikely to last if industry reverts to the pattern of previous economic upturns. The biggest productivity gains are usually made at the start of the economic cycle. When wages costs and demand rise further, companies in the past have begun pushing through price increases.

However, the current recovery appears to be different in nature from recent unturns; unlike the 1980s recovery, for example, manufacturing is booming but domestic consumer demand is not. Manufacturing output grew by about 4.5 per cent last year and is expected to remain strong, with exports forecast to grow hy 7 per cent. By contrast, retail sales rose

only 25 per cent in the year to November, with tax increases still to come, real disposabla personal income is forecast to grow only 1.5 per cent this year. This pattern has created different pricing and competitive pressures



materials to industry - such as collapsed dramatically, witness steel, paper and chemical suppliers - have been able to push through price rises, because manufacturers have limited choice and demand is strong. Companies closest to the retail end are most likely to face a price squeeze, with demand subdued and consumers able to

shop around. Such competitive pressures are forcing many companies to step up efforts to improve productivity.

ood retalling and manufacturing shows this vividly. The ebility of supermarkets to raise prices is limited given the wide variety of outlets where along the production chain. consumers can buy food. Retail Companies that supply raw prices on some foodstuffs have

potato crisps at 5p a bag and baked beans at 4p a can. Retailers generally are resigned to passing on only a few moderate price increases this year.

"It's bloody difficult to get price increases," eays one. "We are having to absorb higher costs one way or another - by eroding our margins or becoming more

Large retailers believe that they can still find further efficiency gains, even after the vast investment in shops and distribution systems over the last 10 years. They particularly pin their hopes on using technology to improve their information

Woolworths, for example, is still

equipping itself with electronic point of sales terminals that will belp it streamline its supply chain. Argos, the high-street catalogue store, is simplifying its back-office operations by replacing paper orders with an electronic data

interchange system.
"Some 4,000 involces a day come through our front door," says Mr Bob Stewart, Argos finance director. He also sees further gains through improving the distribution of goods. Overall, one of the company's main goals is to expand its network of showrooms to make better use of its infrastructure.

City economists are less sanguine about retailers' prospects. "Retailers have only been able to pass oo to consumers just over half of the total rise in the cost of the goods they sell," says Mr lan Shepherdson, UK ecocomist at Midland Global Markets, He calculates that their margins fell by more than 18 per cent during 1994.

retailers' margins have fallen is that they have been much less successful than manufacturers in holding down their costs. Their payrolls have been rising as a result of developments such as Sunday trading. This margin squeeze will, Mr Shepherdson argues, leave many retailers, particularly the small ones, facing a "real crunch" this

"Persuading suppliers to accept lower margins is the only alternative to more aggressive cost control," says Mr Shepherdson. The largest supermarket chains can use their buying power to squeeze the best deal out of suppliers and encourage them to add capacity or dedicate plants to supply their

As for the suppliers, nooe bave felt the competitive pressures more acutely than textile and clothing makers. Yet even they remain relatively confident that they can find oew economies, while pushing through a few limited price increases.

"lu some circumstances, depending on what consumers will bear, we will pass on some price increases," says Ms Pippa Wicks. finance director of Courtaulds Textiles.

The corporate sector's success in absorbing some of the impact of rising raw material prices may, therefore, be continued into 1995. But if there is an acceleration in the rate of price rises - as a consequence of global economic growth or turmoil on the foreign exchanges - it could swamp the ability of companies to adapt.

Additional reporting by Michael

A declining appetite for risk



of the Mexican peso this month, the seeds of the current financial markets turmoil bad been

PERSONAL sown. What is now engulfing global bond and currency markets is a pervasive shift in investor behaviour that has its roots in US economic policy and market developments since 1988.

This shift goes beyond notions of a temporary flight to quality and will have consequences oot yet fully

Today investors have lost their appetite for risk. They are demand-ing higher yields to compensate for old risks. They are swimming away from choppy markets to the calmer waters of markets with a history of lower volatility.

The appetite for risk is driven by • The level of the real return of the "riskless asset" - cash deposit rates. When they fall, investors look for higher returns elsewhere and will contemplate greater risks.

down returns in the most important markets, investors also look else-

 The general level of market volatility - if markets are stable, investors are more likely to be tempted by riskier investments.

Between 1989 and 1993, the sluggish US economy contributed to the near doubling of privale savings. At the same time the US Federal Reserve initiated an easy monetary policy to support, first, the economy and, later, the US banking system after the collapse in real estate val-

Real interest rates fell to zero around December 1992 and staved there for an unprecedented 12

Lower interest rates might have led to an acceptance among investors of lower investment returns. Instead - the consequence of a highly competitive market among hrokers and other investment advisers - they produced a greater appetite for return and risk.

US savings began to move away from cash deposits, out along the

higher risks - such as long-dated government bonds, junk bonds and equities. By 1992, the weight of these flows pulled US bond yields down to record lows at the same time that the US was running one of its largest fiscal deficits as a percentage of gross domestic product. As domestic investment yields

Between 1989 and 1993, the sluggish US economy contributed to the near doubling of private savings

fell, savings moved overseas in search of higher returns. They were encouraged by the stability of the foreign exchanges, where volatility was historically low. The destination of US outflows reflects the search for higher risks. Between 1988 and 1992, the proportion of net new investment by US investors in safer European government bonds fell from two-thirds of the total to

equities rose from one-tenth to one-The great outflow from the US

between 1989 and 1992 - so often referred to today as a permanent feature of US portfolio flows - has been seen as a desire to diversify. But it has been motivated as much by an appetite for risk - a search for higher returns than were available in the US.

In reaching out to emerging mar-kets in that search, US investors travelled with a return ticket.

Strong economic recovery in the US economy has depleted savings. Real interest rates have climbed from zero to more than 2 per cent. Cash deposits - the riskless asset now offer higher real returns,

reducing the appetite for risk. If US real interest rates continue to rise, riskier more volatile markets will cootinue to weaken, especially where economic and financial reforms are more anticipated than real. This applies as much to European countries such as Swedeo and Italy as to the Philippines and Thai-

Long before the 40 • The abundance of savings - risk spectrum, towards instruments one-third. The share in riskier Latin If US real rates rise well above lose in other low-volatility kets such as Germany and Switzerland, the next development could be a stronger dollar as US investors pack their bags and go back

The lesson for emerging markets is that governments need to distinguish between capital inflows that arrive in response to a reduction in risk for foreign investors, and those that arrive in response to the rising risk appetites of investors because of conditions in their home mar-

The former are to be encouraged. The latter should be redirected to building up international reserves. That will ensure that few tears are shed when these flows reverse.

Avinash Persaud

The outhor is head of currency research for J.P. Morgan in London. This orticle is based on Dollor Decline and Emerging Markets, which won third prize in the 1994 Amex Bank Review essay competi-

OBSERVER

Waltzing out of history

■ When a Viennese local government official turned up on the door step of the Corporation of London last year offering to repay, in present money terms, the ransom doled out to secure the release of Richard Coeur de Lion 800 years previously, the Brits were inclined to be sceptical. And anyway, wby They turned to their history

books to find that it was indeed at an inn near the city that Richard I had been captured on his return from the Crusades. Dressed as a kitchen servant by minions of Leopold, Duke of Vienna, he was handed over to the German emperor Henry V1, imprisoned in Worms in 1192, and released two years later in exchange for a ransom totalling 150,000 marks of

The Viennese emissary said the idea was to atone for the second world war bombing of the City of London (which was of course carried out by Germany). A puzzled Corporation decided not to ask further about the motivation behind such generosity. Nor was It inclined to belabour the point that the Duke of Vienna actually received but a fraction of his small (25,000 marks of silver) share of the ransom. So the £309,000 has now arrived (with typical Teutonic meticulousness, in two

installments) and, in accordance with the Austrians' wishes, it will go towards a school for deprived toddlers in Islington. The next challenge is to find a name for the school that does justice to the rich history of the gift. Suggestions please on a heart-shaped fax to Observer on 071-873-3926.

Lacking horse sense ■ Small wonder if receiving a rather different sort of gift is beginning to figure on the list of western leaders' nightmares. A succession of dignitaries have recently been in receipt of horses of exotic eastern provenance - and each seems to make a worse hash of accommodating the gesture. John Major let his 50th birthday

present from Turkmenistan anguish unacceptably long before finding it a rather unlikely bome among the Household Cavalry. President Mitterrand, also in receipt of a noble stallion from the Turkmenistani deserts, was forced to put the beast, sickly from its travels, on show to counter rumours of its demise. Now the Swedes have got it really wrong.

The sorry saga, as relayed by the tabloid Expressen, began with a visit by the head of the Pakistani army to Sweden last August. Three thoroughbred borses were offered to his hosts by way of thanks. Despite draconian quarantine laws forbidding entirely the import

of horses from Asia, the Swedes

SHAREHOLDERS & SHAREHOLDERS

believed they could neatly side-step the problem by parking their gift in a third country for a few months first. Estonia volunteered and a large aircraft was duly despatched to Pakistan, Unfortunately, the Estonians theo had unexplained second thoughts, and the aircraft was forced to take its charges directly to Sweden. At this point, the law swung into action, and the borses had to be put down.

BANX

Male shot

■ The University Women's Club was not to slow to spot a marketing opportunity in the debate about

ladies' admission to clubland stirred up by Oxford don David Butler's noisy departure from the Oxford & Cambridge Club. Out went a massive mailing,

expressing sympathy for the "plight" of their sisters at, or half at, the Ox & Cam, but reminding them of the haven for high-powered women ladies in Mayfair. Leaving aside for the moment the somewhat dubious claim that "there is oo sexism here" - despite a paragraph to the effect that, although men are welcome as guests, "full membership for men has never been an issue" - the university women do themselves no favours with their brochure. The toe-curling sectioo beaded "Social Events", promising monthly "Dining-Ins" . whatever they may be provides eloquent testimouy as to wby many women would prefer to await the changes that Butler urges.

Phoney phonetics It is bad enough when the

Americans accuse the British of having an accent. It is of course they who insist on speaking in that funny fashion, old boy. But when American gizmos take the Brits for nou-English speakers - well, one can almost see the makings of a diplomatic incident.

The cadences of a colleague's impeccable Queen's English went sadly unappreciated recently by the mechanical voice that responds to AT&T telephone cards.

"Please say Collect, Calling Card, Person to Person or Operator" it barked at the other end of the line as he tried to deploy his new piece

No matter bow beautifully he enunciated his choice, no matter whether he requested the "operator" or "calling card" option, tha machine sounded blank, "Sorry Your response was not understood it repeated intransigently. Only after capitulating entirely translating "operator" as "apparatus" and "calling card" as "carling cad" - did he start to make some progress...

Tubular smells

■ Private enterprise is making strong inroads in the oddest corners of Britain's transport systems. Six weeks after Observer reported the launch of a booklet indicating the best carriage to pick for a rauld exit at your London Underground destination, a rival publication has

appeared The Way Out Tube Map is closer to the traditional tube map than the first publication, detailing all the routes as well as the best-positioned carriages for a speedy get-away. Slightly clearer than the Tube Hopper, it also undercuts its rival in price by a pound.

What next? A detailed road map of the thought-processes of Brian Mawhinney, minister in charge of privatising wbat's left of the country's public sector transport?

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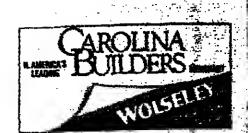
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Chechen rebels hold on to parts of Grozny despite Russian push

By John Thornhill in Moscow

Chechen resistance fighters were last night stubbornly clinging on to parts of their ruined capital, Grozny, despite a ferocious assault by Russian forces determined to end the bloody and

humiliating conflict. Mr Oleg Lobov, secretary of Russia's security council which is supervising operations in Chechnya, said the confrontation had now entered its most critical

stage and an end was in sight. But a determined attack by Russian ground forces yesterday seemingly failed to crack Chachen resistance and secure con-trol of the city centre.

Reports from Grozny said Russian forces pounded the city's central buildings with heavy artillery and mortar fire. Other

Railways

plan to lay

cable link

Despite suffering heavy casual. ties, rebel fighters continued to fire on Russian troops from windows in the blackened presiden-tial palace, which has become a

symbol of Chechen resistance. The whereabouts of Mr Dzhokhar Dudayev, the Chechen president, were unknown last night. But Ruseian news agencies reported that his eldest eon, Oviur, was among the hundreds of Chechen fighters killed in the

The United Nations yesterday began an airlift of humanitarian aid to help the thousands of refugees who have flooded out of

A UN official said a team of 10 representatives had arrived in Vladikavkaz, in north Ossetia, on

tion but had been obstructed by Russian officials. A cargo aircraft containing 42 tonnes of relief supplies landed in Vladikavkaz yes-

terday. UN officials estimate that 150,000 people have fled from Chechnya to the neighbouring regions of Ingushetia, Dagestan, north Ossetia and the Stavropol

region of southern Russia. There were people who had not eaten for four days, people who had spent several weeks in cellars in Grozny, who had nothing left but the clothes on their backs," said one UN official. The conduct of the operation has continued to draw criticism from Russian officers and con-

demnation from abroad. Gen Vladimir Semenov the ground forces, said the experience of the past fev: months had been a sorry one.

"We would have liked the operation to have been prepared more thoroughly to have adequate lorces and resources," he said. The German Social Democratic party criticised Chancellor Helmut Kohl for not speaking out more forcefully against the "oarbarity" in Chechnya. In a newspaper interview. Mr Kohl said Russia could not allow its regions to secede if it wanted to maintain

"I will do everything I can to help Boris Yeltsin guide Russia towards rule of law, a parliamentary democracy and a free mar-ket system," he said.

Yeltsin aide sees sharp right

commander-in-chief of Russia's

Continued from Page 1 Mr Jan Loeber, formerly manage ing director of Bankers Trust Securities Corporation in the US, where he was responsible for telecommunications industry. He has also been managing director of Unitel (now Mercury One-2-One) in the UK, group president

held a number of posts in AT&T and Alcatel. Details of the financing are not being made public but GTS, managing partner in the venture with 33 per cent of the equity, has responsibility for raising the cap-

for Nokia North America and has

Mr Gerald Thames, chief executive of GTS and a former chief executive of BT North America. said progress towards a singlemarket economy, the introduction of multimedia and regulatory approval for alternative carriers had created demand beyond the capacity of Europe's existing

Hermes intends to exploit this unsatisfied demand for cross-borplans to attract large multinational companies which complain that national carriers cannot meet their needs for "seamless communications ontside their national boundaries.

It intends to become a "carriers' carrier" selling capacity to public network operators, value-added network service providers and cellular phone compa-

It will also be able to sell capacity to organisations building the European information superhigh-

Because it will be complemen tary to, rather than competing with, existing telecoms operators it does not expect regulatory

Yesterday, the indications were that both Brussels and existing national networks welcomed the

Chemicals prices will rise further, producers predict

By Jenny Luesby in London Further rises in chemical prices are on their way, say producers, in spite of the heavy pressure that last year's increases is already exerting on many chemi-

cal companies' profit margins. On the European spot market, methanol prices have risen by 400 per cent in the last 12 months, orthoxylene is up by nearly 200 per cent, and ethylene, propylene and styrene prices have doubled. These chemicals are the main building blocks for all manmade goods, but are particularly important for plastics, packaging and textiles producers. Prices began to rise sharply six months ago, following accidents in several US plants and a

drought in Japan, which saw halts in production just when demand was rising.

Buyers of chemicals had hoped that the return to production of these plants would ease prices, but the recovery has since generated sufficient growth in demand to mean that without increased capacity, prices will continue to

Quantum and SCM, the two US chemicals companies owned by

ethylene and polypropylene hit by rising input prices, prices, which have been far lower With bulk chemicals representin the US than in Europe, will be among those that continue to rise

strongly this year because of rising demand. Yet, according to Mr Richard Freeman, ICTs chief economist, European bulk chemical producers will require higher prices than have yet been forecast

before they will be willing to invest in any new capacity. Producers of bulk chemicals account for only a fraction of total chemical output, but supply all other chemical processors.

Processors were temporarily protected from the price rises by a system of fixed price contracts, which are renegotiated each quarter, but they are now experiencing sharp increases in their raw material prices. In the US, some producers have cut output rather than pay much

higher prices for methanol, which they cannot pass on. Meth-anol is used to make adhesives and as an additive to petrol in several US states. In the UK, Allied Colloids, Brit-

Yorkshire Chemicals and Yule Catto have all issued warn-Hanson, last week predicted that ings that their profits are being

ing an average of 60 per cent of their input costs, chemical processors everywhere say they are trying to pass on the price rises.

Some are succeeding. Hoechst Celanese, of the US, has increased its prices for poly-ester fibre, used to make clothing, furnishing fabrics and insulating materials, by between 8 and 10 per cent this month. because of rising raw material

in the UK. "Courtaulds has implemented significant price increases from January this year. and will do so again in April unless there is a massive reversal in raw material costs," according to Mr Gordon Campbell, the company's deputy chief executive. Courtauld's January price rises are thought to have ranged up to 15 per cent.

But, the industry says, those close to the consumer are finding it hard to pass on the increases, and it seems that it will be the chemical industry itself that is hardest hit by rises in

Working on the margins,

THE LEX COLUMN Hidden privileges

What is the difference between a speculative fund manager and a market maker? The answer, it seems, can be little more than the latter's ability to hide an investment. This privilege must come under fire, however, fullowing the revelation of Swiss Bank Corp's undisclosed 8 per cent stake in Yorkshire Electricity. The stake may have little connection with SBC's increasingly controversial contracts Ior differences with Trafalgar House. But there is certainly no evidence that if served any purpose in enabling SBC to make a more efficient market in

Yorkshire shares. Marketmakers evolved from the former jobbing firms, whose sole purpose was to ensure a liquid market in stocks. As independent partnerships, jobbers had little capital to risk. The privilege of non-disclosure was an important factor in maintaining active trade. Now that most jobbers are bank subsidiaries, with vast balance sheets to back them, they are able to increase trading activities substantially. The

explosion in derivatives trade has given market makers the added opportunity of gearing up returns on stakes that no one else knew existed. Despite these changes, there has been no

meaningful alteration in market-mak-

ing regulation since 1986. The disclosure privileges do have some justification. In small illiquid stocks, they enable market makers to take on large blocks of shares which might otherwise prove difficult to offload. But there are good reasons to impose short-term deadlines on nondisclosure of these stakes. After all, there is an obvious loser, investors who sell shares when undisclosed stakes are being built have been seriously disadvantaged by this lack of

market transparency. The stock exchange has said It is looking at the regulatory issues raised by SBC's recent activities in Northern Electric. Marketmaking privilege must be a kcy area of focus.

European airlines

Year-on-year passenger growth on European airlines soared 11 per cent during November, an astonishing performance. But investors should beware believing that makes airline stocks attractive. Passenger growth in the airline industry does not necessarily lead to profits growth. The barriers to entry are so low and competition so fierce that the real price of air travel continues its long-term downward trend - falling 15 per cent in the last European airlines 160

1992

four years alone. Any slight improvement in the mix of traffic - say a rise in business travel - will be more than

offset by continuing fare wars. Even at this stage of the cycle, only the most efficient airlines are generaling a sufficient return to sustain their business. The economic recovery and rise in passenger volumes may have come too early, undermining inefficient airlines' determination to cut costs and make themselves more commercially minded. They will be worse placed than ever when the next down-

turn arrives. The airlines' poor return means their stocks remain at best trading plays, not long-term investments, A more rewarding bet on the growth of civil aviation is to invest in airports. These actually benefit from the airlines' discounting because this boosts passenger numbers. Recently privatised businesses such as Copenhagen and Vienna look cheaper than BAA on a cash flow basis. And once the European Commission has decided on its policy about the allocation of slots, any additional privatisations should prove attractive.

Swiss equities

As usual in times of instability for world financial markets, international investors have bought Swiss francs. But the currency's strengthening in recent weeks has not been matched in the equity market, where blue chip stocks such as Holderbank and Nestle have reacted hadly to the Mexican crisis and its aftermath,

While the yearning for security should drive some undiscriminating investors into Swiss stocks, there is no reason to suppose that the market should outperform its European rivals this year. The market is highly

financial services and food. Multinational companies in these sectors are especially vulnerable to the arrorg domestic currency, as demonstrated by earnings growth for the market as a whole of just 7 per cent last year. a whose or just a per cent sust year. Sefunds could grow more than twice as fast this year, but the house looks pedestrian compared with the likely profits recovery in more cyclical mer

kets such as Germany.
There are at least two further nega tive factors. First, the banking sector is under a cloud - Union Bank of Switzerland's battle with Mr Martin Ebner over a proposed receptual has no been in investors' interests. Equally worrying is the sharp drop in banks trading income last year: understand able given market conditions, but con trary to the banks' own expectation and evidence of the poor quality of this element of banks carmings.

The second problem is the Swiss economy itself. By Swiss standards, a budget deficit of an expected 4 per cent of gross domestic product for this year is high. Inflation is climbing from its low point last year and may troble during this year to 3 per cent. This would be higher than German infla-tion and could trigger a tightening of Swiss monetary policy. This would add to the attractions of cash at the expense of equities, which have in the past tended to prove highly sensitive to interest rate rises.

German regulation

Investors in Germany should be pleased: the country's new securities watchdog (BAWe) is buring its teeth by scrutinising Viag's handling of the announcement of its telecommunica-tions joint venture with British Tele-com last week. It has long been a complaint that price sensitive information leaks out of German companies as through the proverbial columber. In an economy as decentralised as Germany's, this is perhaps not surprising but it has traditionally worked against the interests of international investors who own a high proportion of shares in large German companies. The BAWe's realous stance - it is policing a new requirement to report price sen-sitive developments promptly should encourage companies to adopt a more professional approach to the distribution of information in general. This will encourage greater transparency in the German equity market, and greater fairness for investors.

China to buy French N-power reactors

Continued from Page 1

stage one, in which they were involved. But the cost of the two new units will be substantially lower

- some 20 per cent less - than those of the first stage. A Framatome representative said China was receiving the "least expensive" reactors in the world under the deal. The world market for reactors is depressed and China was able to capitalise on the lack of orders. France's success in securing

the commission for the Daya Bay

expansion is confirmation that the freeze in Sino-French commercial relations is over. Beijing banned agreements with French companies following the sale of Mirage fighters to Taiwan in 1992. France agreed last year to

stop further arms transfers to The Daya Bay expansion is expected to be completed within five years. French officials expressed confidence that Framatome would receive further Chinese orders. "This is a recognition of the quality of the French offer, and the safety of our technology," Mr Rossi said at the signing ceremony. "France is confirmed as China's first-choice foreign partner in the nuclear

(\$471m) thermal power station in Sichuan province, south-west China, according to Mr Rossi.

FT WEATHER GUIDE

sector," he edded.

GEC-Alsthom. Anglo-French engineering group, has won a contract for a FFr2.5bn

> The industry minister said he was informed by Premier Li Peng at the weekend thet the Anglo-French consortium had been successful in its bid for the

Europe today

Rain will occur from Ireland to the west coast of Norway in the wake of e cold front which will move slowly south. Snow will fall on the Scottish Highlands above 500-800m. Ahead of the cold front, strong gale force winds will arrive coast of England.

North-east Franca, the Low Countries and Germany will be dult. An active depression will cause rainy periods in south-eastern Europe, and snow will fall in northern Turkey and higher parts of Greece. There will also be a cold northeasterly wind. Eastern Europe will be mostly cloudy with local

outbreaks of snow or freezing rain. Spain, Portugal and Italy will be sunny.

Five-day forecast

Active depressions will move across the UK and on towards the north-east, causing unsettled conditions and some stormy winds over the North Sea. The south-west flow will push mild air further into north-eastern Europe. A surge of coid air will keep temperatures sonably low in south-east Europe and

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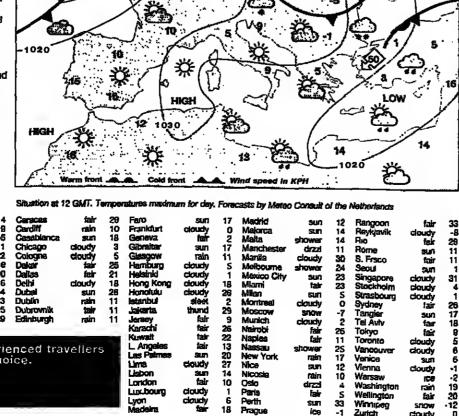
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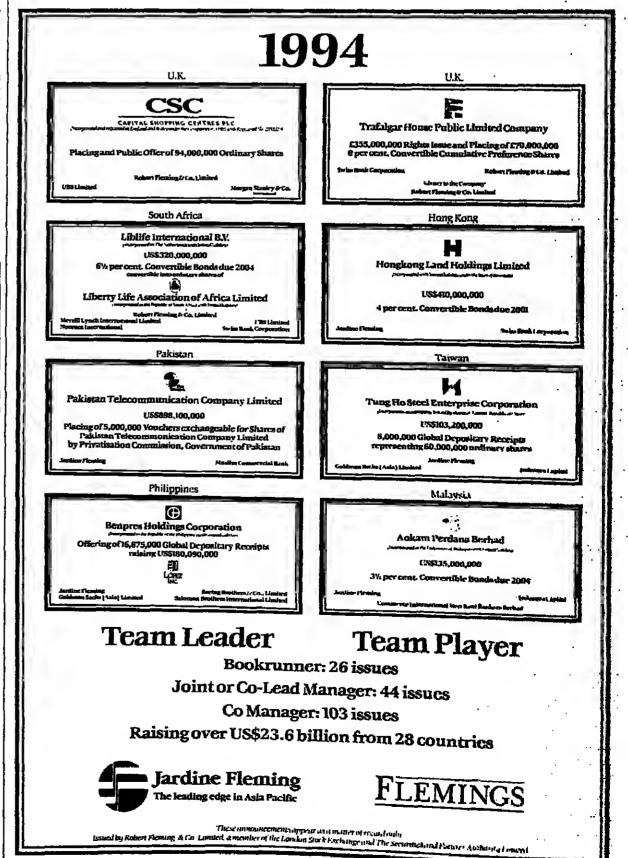
More and more experienced travellers make us their first choice.

there will be snow showers. Rain will move into Spain and Portugal on Wednesday, to be followed by cooler air.

TODAY'S TEMPERATURES

Abu Dhabi Accra Algiers Amsterden Athens Atlanta B. Aires B.ham Bangkok Barcelona







FINANCIAL TIMES COMPANIES & MARKETS

Monday January 16 1995

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MARKETS THIS WEEK



GLOBAL INVESTOR Anyone looking for a definition of herd behaviour need look no further than the world's emerging markets. Although the financial crisis in Mexico is real and serious, investors have been stampeding out of markets from Thailand to



PETER NORMAN ECONOMICS NOTEBOOK Heavy borrowers in the 1990s are being severely punished. Mexico quickly discovered that being a recent entrant to such rich-country clubs as the Organisation for Economic Co-operation and

Development (OECD) or the North American Free Trade Agreement (Naffa) provided no protection from market disenchantment after December's devaluation and floating of the peso.

BONDS

S.G. Warburg's decision to scale back its international bond market activities and effectively leave the eurobond markets could be a handicap for an investment bank which harbours global ambitions. Page 20

EQUITIES:

Friday's soaring market on Wall Street reopened the question of how much the Federal Reserve will raise interest rates at the end of the month, if at all. In the UK, equities have continued to drift down, but no more so than they have since the turn of the year. Page 21

EMERGING MARKETS: Although the sharp falls in Latin American stock markets may have sulfied tha image of tha emerging markets sector, optimists have been pointing to markets in Africa as beacons of hope. Page 19

Following last week's turbulence, quality currencles

should continue to attract risk-averse investors. This could prove flattering to the yen and D-Mark, but less so to the dollar. Page 19 The world coffee market could this week be given

some guidance in its search for direction following the retreat from last September's 81/2-year highs.

INTERNATIONAL COMPANIES: Lukoli, the giant Russian group, is pressing ahead with plans to absorb three other companies which it claims will make it the biggest oil company in the world in terms of proven reserves. Page 17

UK COMPANIES:

Professor Stephen Littlechild, electricity industry week, on whether he believes the Trafalgar House bid for Northern Electric should be referred to the Monopolles and Mergers Commission. Page 16

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Toothpaste group looks to escape stagnation in developed markets, writes Richard Tomkins

Worry lurks behind In the world of toothpaste, Colgate-Palmolive, the US household products group, is

king. But pitched against the two international giants of the consumer products industry, Procter & Gamble and Unilever, is it doomed to the status of an

Last week, New York-based Colgate-Palmolive announced that it was spending \$1.04bn to buy Kolynos, a South American toothnaste business, from American Home Products. The acquisiion is large and will make Colgate-Palmolive the dominant toothpaste supplier in Latin America: but it may still leave doubts in some investors' minds about the outlook for the com-

Colgate-Palmolive ranks among

tha world's oldest consumer goods manufacturers. The 23year-old William Colgate started making soap in 1806, close to where Manhattan's World Trade Centre stands today. Toothpaste followed in 1877 and soon after the turn of the century the company began expanding overseas. Yet although Colgate-Palmolive's origins pre-date those of Procter & Gamble of the US and Europe's Unflever, the company has been overtaken by them in size. In 1993, Colgate-Palmolive had sales of \$7.1bn, while Unilever's sales were £27.9bn

Still best known for its toothpaste and soap, Colgate-Palmolive makes bathroom and kitchen products including Mennen anti-perspirants and deodorants, Fab detergents, Ajax cleaners as well as Hill's pet foods.

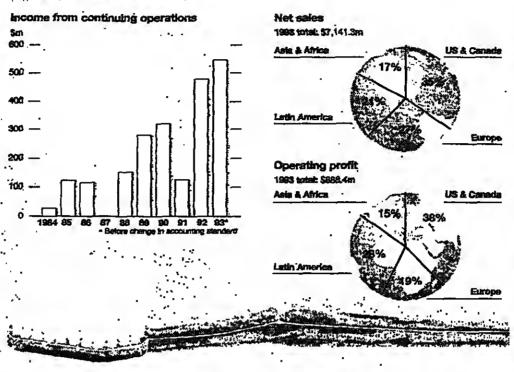
(\$43.7bn) and in the year to June

1994, Procter & Gamble's sales

Decades of overseas expansion have resulted in a company that now obtains two-thirds of its revenues from outside North America. Critics say this is just as well, because Colgate-Palmoliva has been so badly whipped by Procter & Gamble and Unilever in the US and Europe that it is almost wholly reliant on its Latin
American. Asian and African in product technology; they

the Colgate smile





markets for growth.
Colgate Palmolive has a reputation for being one of the less exciting US companies: particularly for its record of product innovation. Analysts say it has been constantly outmanoeuvred and thrown on to the defensive in the US, leaving It with shrinking market shares in its main products. In the third quarter of 1993, the company's North American sales volumes tumbled 7 per cent.

haven't been investing in advertising they just don't seem to have been supporting the busi-ness across the board," says Ms Lynne Hyman, an analyst at CS First Boston. "They are not developing things that get the consumer to take notice."

In fairness, Colgate-Palmolive has not been entirely passive. Some new products have been introduced: for example Colgate Total, a toothpaste intended to protect against plaque, tartar, gum disease and cavities, Under

Mr Reuben Mark, chairman and chief executive since 1984, the company has also been moving away from lower-margin household products into higher-margin personal care products: hence the acquisition of Mennen in 1992.

Perhaps most significantly, Colgate-Palmolive is heavily committed to further geographic expansion outside the mature markets of North America and Europe. This is because developing countries, with their rapidly growing markets, offer the pros-

pect of fat margins and big increases in revenues. Even before the Kolynos acqui-

sition. Colgate Palmolive was well represented in developing countries: they accounted for 38 per cent of sales in 1993, up from 33 per cent the year before. As these markets have grown, so have Colgate Palmolive's gross profit margins: from 47.1 per cent in 1992 to 47.8 per cent in 1993.

Against this background, it

becomes clear why Kolynos is important to Colgate Palmolive. With annual sales of \$300m, Kolynos has 25 per cent of toothpaste sales in Latin America. The acquisition will lift Colgate-Palmolive's share of the region's toothpaste market from 54 per cent to 79 per cent, and its share of the world toothpaste market from 43 per cent to 50 per cent.

ven so, Wall Street's cau-tion is understandable. In the short term, Colgate-Palmolive's heavy dependency on emerging markets has done little to endear it to investors in the wake of Mexico's financial crisis. But more fundamentally, Colgate-Palmolive's profits growth has been showing disturbing signs of slowing.

In the nine months to September 1994, earnings per share rose by 12 per cent, but only because the company made extensive share repurchases. Net income rose hy barely 4 per cent to \$443.1m, because strong profits growth in emerging markets was offset by the company's poor performance in North America.

Optimistically, if Colgate-Palmolive can stop the rot in North America and counter the intensifying competitive pressures in Europe, the growth from Its developing markets will shine through. But history does not suggest that Procter & Gamble and Unilever will stand idly by. Nor does history suggest that, in a three-corpered fight between Procter & Gamble, Unilever and Colgate-Palmolive, it will be Colgate-Palmolive that emerges tri-

Saatchi directors seek name change

By Robert Peston

Saatchi & Saatchi could change its name this week, depending on the ontcome of the UK advertising group's first board meet-ing since Mr Maurice Saatchi was ousted as chairman before Christmas.

Mr Tom Russell, a Saatchi nonexecutive director, said that he would press at today's board meeting for the holding company to adopt immediately a new name which would not contain "Saatchi". Another Saatchi director wanted a new name to be imposed tomorrow, though company executives said there were technical difficulties In moving so quickly. The director said that immediately after a name change, the company should relaunch itself.

Meanwhile, Mr Russell was unconceroed by a threat from a US investor, Arkhurst Investments, to sue Saatchi & Saatchi's directors for damages stemming from Mr Saatchi's ousting.

The board removed Mr Saatchi on December 16 after a majority of shareholders indicated they would vote to replace bim if directors did not act. Since then, Saatchi's share price has fallen by a third. Mr Russell did not believe there was a strong case against the directors: "Our projections of the worst case of client loss [stemming from Mr Saatchi's departure] is that we would lose something less than 5 per cent of revenues."

The hoard is also expected to discuss today steps being taken by Saatchi & Saatchi to evaluate wbether it bas a right to the \$40m to be paid to Mr Saatchi and his brother Charles in settlement of a legal dispute between them and Mr Robert Louis-Dreyfos, former chief executive of Saatchi & Saatchi.

Sir Tim Bell, an adviser to Mr Saatchi, said Mr Saatchi's lawyers were confident the company had no right to the proceeds.

The dispute between Mr Louis-Drevius - now chief executive of sports shoe maker Adidas - and the Saatchl brothers was over whether the hrothers had tha right to participate in Adidas shares options, following an investment in Adidas shares they had made jointly with Mr Louis-Dreyfus. Mr Louis-Dreyfus said the brothers had paid £6,250 (\$9,750) for their Adidas stake. Temporary chairman, Page 10: Raffish image, Page 7

Battle for London office group nears climax

By Simon London, **Property Correspondent**

The battle for Broadgate is set to reach a climax this week after the two sets of banks which control the prestigious London office development were close to accepting offers from different parties. Bankers to Stanhope, which owns half of

Broadgate Properties and has been in limbo since its credit facilities expired three weeks ago, have agreed in principle to a rescue offer from British Land, the property investment company run by Mr John Ritblat.

Yet bank creditors to Rosehaugh, Stan-ope's former development partner, are come too late. sion fund and Rosehaugh's banks may company if the takeover goes ahead. While the exact terms of British Land's bope's former development partner, are come too late. elieved to be close to accepting a revised £120m (\$187m) offer from PosTel, the UK's largest pension fund, for the other half of

Agreement with Rosehaugh's banks would, in theory, clear the way for Pos-Tel's proposed rescue of Stanhope. This plan envisaged a £250m rights issue which would allow the company to repay its banks and buy the half of Broadgate Prop-

Broadgate Properties.

erties it does not already own. However sources close to the negotiations said any agreement between the pen-

A successful takeover of Stanhope would grant British Land pre-emption rights giving it the right of first refusal on Rose haugh's half of Broadgate Properties. This would enable it to block PosTel.

Mr Ritblat therefore looks likely to succeed in his 11-month campaign to gain control of Broadgate, which started with the acquisition of a 29.9 per cent stake in Stanhope last February. Mr Stuart Lipton, Stanhope's founder and chief executive, fought a fierce legal battle to fend off British Land and is likely to leave the

offer are unclear, it is believed to have offered Stanhope's banks' repayment of 82.5p in the pound on their £148m loans, valuing Stanhope at about £122m.

The 16-bank syndicate led by Barclays has accepted these broad terms, ending months of deadlock. The deal has been referred to the banks' bead offices for approval and final agreement looks likely

in the next few days.

Either way, Stanhope looks certain to avoid receivership although shareholders are unlikely to see much of a return.

This week: Company news

Overall advance expected despite recent concerns

While interest rose in 1994 and bond markets tumbled, most US banks were enjoying a further year of strong profit growth. Just how strong will become clear tomorrow when an array of big money centre and regional banks report their latest results. Among those due: Chemical, Chase Manhattan, NationsBank, BancOne, Wells Fargo, KeyCorp, First Chicago and First

All except First Chicago and BancOne should report double-digit growth in earnings per share. Strong loan demand and falling provisions for bad debts will underpin the figures, while lending margins have fallen only slightly as interest rates have risen. Some may follow BancOne in taking charges to cover the costs of restructuring their investment portfolios to guard against further interest rate increases something that would back 1994 earnings gains but underpin 1995 net

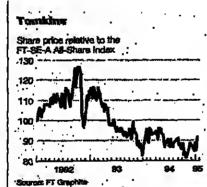
Lower trading profits at banks such as Chase and Chemical should be more than compensated for by stronger consumer and other lending. Only Bankers Trust (which is expected to report results late in the week) will follow J.P. Morgan in reporting a big decline in net income due to the turmoil in financial markets.

Citicorp has already pre-empted the rest by rushing out most details of its results early in an effort to calm market concerns about the effects of Mexico's inancial crisis. However, the bank's board will still meet tomorrow to finalise the figures, and to decide whether to approve a widely-expected dividend increase.

PaineWebber's estimates for 1994

carnings per share at leading US banks include: BankAmerica, \$5.35 (1993: 4.76); Bankers Trust, \$7.55 (\$12.29); Chase Manhattan, \$6.10 (\$4.79); Chemical, \$5.35 (\$4.31); and NationsBank, \$6.20 (4.95).

ARTEST OF



TOMKINS Food businesses whet analyst appetites

Tomkins, the industrial conglomerate, today announces interim profits which are expected to rise from £93.8m to between £106m and £110m (\$172m). The UK-based group will have continued to benefit from the growth of its US housing related and industrial

markets and from the more recent recovery in its UK industrial businesses. But the market will focus more on the extent to which the food husinesses, acquired through the £990m takeover of Ranks Hovis McDougall in October 1992, are responding to Tomkins' actions. Although the trading background is flat, analysts expect the restructuring programme and the introduction of new products to show

through strongly. Some predict a rise of

almost 30 per cent in the food

businesses' profits, with the Mr Kipling and Cadbury cakes operations showing some improvement In the US, Tomkins will have enjoyed some very buoyant trading conditions, with some of its housing and industrial markets showing volume growth of almost 20 per cent. Margins are also expected to have shown further improvement and sharply increased

profits are forecast at gunmaker Smith Kleinwort Benson's analysts are predicting a 14 per cent increase in fully diluted earnings per share to 6.3p and an interim dividend up 15 per cent

OTHER COMPANIES Chrysler accelerates

with record sales The smallest of the three US auto manufacturers broke its previous sales record with 22m vehicles last year, and

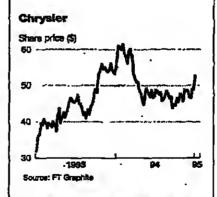
should follow up with record profits when it announces its results

The factories making Chrysler's most popular vehicles continued to struggle to meet demand, despite working flat out, and prices on some models have According to the most optimistic

estimates, earnings per share for the final three months of the year could top \$2.50, even before a possible one-time tax credit. That would take full-year earnings to more than \$9.00, up from \$5.65 in 1993, estimates Mr David Healy, an auto industry analyst at SG Warburg in New York.

With a stock-repurchase programme already announced for this year and the prospect of further growth in vehicle sales, estimates for 1995 earnings range from \$10 to more than \$12. ■ Intel: The world's largest chipmaker

will report its year-end results on Tuesday and Wall Street is expecting a record performance for the fourth quarter. Intel may also reveal the cost of the uproar surrounding a flaw in its Pentium microprocessors that forced it to offer replacement chips to users of Pentium based personal computers. Intel plans to take a charge against fourth-quarter earnings for replacing the chips.



Apple Computer: The US personal computer company will report its first fiscal quarter results on Thursday amid renewed speculation that it may be the target of a takeover hid. Strong sales of Apple's Power Macintosh models, based on the

PowerPC chip developed with IBM and Motorola, together with high demand for its consumer and laptop PCs will boost first-quarter earnings to around \$1.09 a share from 34 cents last year, analysts predicted.

First Choice Holidays: The UK group, formerly known as Owners Abroad, will tomorrow announce annual profits before exceptionals of about £22m (£34m), up from £17.8m.

■ Photo-Me International: The world's largest photo-booth manufacturer and operator is expected on Wednesday to announce interim pre-tax profits of 29.5m (\$14.8m), little changed from last

Companies in this issue 15 Rosehaugh Broadcate Properties Allied Colloids 15 16 Sleepy Kids 15 Stanhope 17 Lukofi Stet International 17 Banco Totta e Acors Matsushita 15 Trafalgar House 16

This announcement appears as a matter of record only December 1991

Foreign & Colonial Private Equity Partners £75,000,000

Funding committed to the private equity investment programme of

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COMPANIES AND FINANCE

Littlechild to decide soon on Northern Zotefoams joining market

By Michael Smith

Professor Stepben Littlechild, electricity industry regulator, is expected to decide soon, possibly this week, on whether he thinks the Trafalgar House bid for Northern Electric should be referred to the Monopolies and Mergers Commission.

His views, unlikely to he made public initially, will be taken into account hy the Office of Fair Trading when it makes its recommendations to the government at the end of this month or in February.

Trafalgar argues there are no competition issues for the MMC to consider but Northern is pressing for a referral on "public interest" grounds. City analysts doubt whether

either Prof Littlechild or the OFT will recommend referral but most believe the government will be more inclined to send the issue to the MMC rather than make any final decision on such a politically

Argos, the catalogue retailer,

reported a sales advance of 17

per cent in the five weeks lead-

Mr Bob Stewart, finance

TARGET

Gardner Merchant (UK)

Pyramid Technology (US)

Vedial/Propidal (France)

Units of Hazlewood Foods

Rank Xerox (UK/US)

ITC Entertainment

Portman Mining

Seltra (France)

Viag Interkom (JV)

director, said the increase, split

By Nigel Clark

ing up to Christmas

BIDDER/INVESTOR

Grand Metropolitan

Sodexho (France)

Slemens (Germany

Jantor (Netherlands)

Lombard North Central

Xerox (US)

PolyGram (Netherlands)

Unigate (UK)

Citic (China)

British Telecom

(UK)/Viag [Germany]

Swiss Bank, which is advising Trafalgar, in other power companies's shares have beightened the controversy surrounding the hid and, some analysts helieve, the chances of a refer-

Lawvers are more sceptical about Northern's chances of a referral. Few analysts or lawvers believe that the MMC would balt a takeover or materially affect it.

The OFT normally tries to make a recommendation by a hid's first closing date, in this case January 30. However lawyers believe the recommendation may slip into February.

The government will need to make a decision on referral by Fehruary 17 to avoid delaying the hid timetable. Under the City's Takeover Code, the timetable would be suspended if the government made no decision by the 39th day of the bid. Trafalgar launched Its takeover on January 9. Northern, supported by local

equally between new and exist-

ing stores, was slightly ahead

of expectations, particularly as

1993 had seen a rise of 18 per

have reported a rush in the

week before Christmas, Argos

CROSS BORDER M&A DEALS

SECTOR

Caterino

Computer

Film &

Food

Unlike other retailers, which

Chairman urges private shareholders to ignore offer

tion it would be required to

It also says there could be a

"loss of regional identity" for

the company if the bid was

successful because it would be

precedent of the MMC prevent-

ing a takeover for regional

identity reasons. It bas prom-

ised to keep the company's

beadquarters in Newcastle npon Tyne. We have done everything we can to minimise

tant product range at this time of year". He added that it sold

all the Power Rangers it had

Over the full 1994 year sales

advanced by 13 per cent with

higher growth in the second

Avonmore closes

Avonmore Foods, the Irish

dairy and meat group, has

ceased operations at its Ger-

man subsidiary, Harzland

Harzland, which specialised

in fresh meat processing, had

net assets of £1.8m on January

I. Avonmore attributes some

73 per cent of its turnover to

overseas business. 1:

announced a 9 per cent drop in

interim profits to 1510.1m

brought about some improve-

ments in Harzland's perfor-

mance it was not found possi-

ble to eliminate trading losses.

The costs associated with the

closure will be incorporated in

While a restructuring had

(£9.99m) in September.

half because of new stores.

German arm

Fleisch Service.

been able to obtain.

part of a conglomerate. Trafalgar says there is no

January 30.

Northern Electric has written to its 120,000 bolders, who own 20 per cent of the stock, on private shareholders strongly urging them to January 23 explaining the board's arguments reject the £1.2hn hostile hld by Trafalgar House, writes Scheherazade Daneshkhu.

In a letter dated January 14, Mr David Morris, chairman, advised the shareholders to ignore the bid and not to complete any forms of

Mr Morris is to write again to private sbare-

MPs including at least one Tory, Mr Neville Trotter. argues that the public interest issues include the fact that Trafalgar is making the first attempted takeover for any of the privatised utilities.

"As natural monopolies, regional electricity companies have characteristics which go beyond the normal confines of a public company," it says and suggests guidelines should he established now. In its submission to Offer,

the electricity industry regula-

tor, it says there are regulatory issues to be addressed by the

experienced a steady build up from mid-November allowing it

to keep to its advertising and

been across the product range,

but he had been impressed by

toy sales, "which are an impor-

VALUE

£730m

£620m

£133m

£100m

Mr Stewart said the rise had

COMMENT

GrandMet

Xerox ups

stake to 71%

Europe dairy

market entry

Strategic

continue

controlling

Taking

Service

Talks under way

global move

Successful MBO

Argos sales 17% up in pre-Christmas period

bid including the resources which Trafalgar would provide

against what he termed "this unwelcome take-

over hid". The first closing date for the offer is

The Northern Council of the Labour Party

said on Saturday in Newcastle that if the Trafalgar hid succeeded, it would be "highly

detrimental" to the north-east of England.

Trafalgar argues there are no fair trading issues to be addressed and that regulatory discussions with Prof Littlewith a!! the comfort he needs." ers and takeovers on a case-bycase basis. It would be unable

regional impact," said one

matters could be dealt with by child "We can provide him According to Trafalgar the MMC's role is to look at mergto set guidelines covering future mergers and takeovers in the sector, it argues a referral would undermine the gov-ernment's competition policy.

Whitecroft in German acquisition

By Ian Hamilton Fazey. Northern Correspondent

Whitecroft, the Cheshire-based commercial lighting, building products, medical cotton fibre and textiles group, has made its first acquisition since 1990. when its overvalued property portfolio almost destroyed it.

It has paid DM4.3m (£1.88m) for ETS Bogaerts of Aschaffenhurg, near Frankfurt, a specialist in trimmings such as trouser waistbands and pockerings. The company claims second place in the German domestic trimmings market.

The husiness will be run hy Hovatex, Whitecroft's Netherlands trimmings subsidiary. Combined with Britton, its UK counterpart. Whitecroft's turnover in the EU trimmings market will be aboot £17.5m out of the group's textiles sales of about £40m.

Bogacrts made DM630,000 in the first 11 months of last year on turnover of DM9.tSm. Whitecroft said the German trim-Avonmore's 1994 accounts, mings market was Enrope's with a cash impact of £1.3m. higgest.

Abbeycrest turnover

It was anticipated that the pre-tax result for the extended 14-month period to the end of February would be in line with market expectations.

Sleepy Kids

that the company may be con-templating a rights issue after

allotted

in placing valued at £50m

By Tim Burt

Zotefoams, the manufacturer of specialist foams used in products including children's toys, body armour and aircraft seats, is planning to come to the market through a flotation valuing the group at

The former subsidiary of BP Chemicals wants to use funds from an institutional placing to clear the way for a £7.5m expansion, aimed at exploiting its position as the UK's leading supplier of "cross-linked polyethylene foam".

The placing is expected to raise £15m, of which £9.2m will be used to repay preference shares held by venture capital groups and the remainder to reduce \$5m of bank borrow-

If the placing is fully taken

Bill Fairservice, right, and Roger Elmhirst, chairman; technological expertise inherited from BP won 85% of market up, the group hopes to use new borrowing facilities to increase capacity by 20 per cent and launch an export drive in Japan, the largest market fur polyethylene foam. Such foam is sold mainly to

the sports and leisure industry, where it is a basic component in swimming aids and outdoor equipment. It is also used widely in packaging, healthcare and construction.

Growing demand in those

Dr Bill Fairservice, manage sectors helped lift Zotefoams' pre-tax profits by 38 per cent last year to an estimated £4.4m (£2.52m), with operating margins widening from 19 per cent to 31 per cent. BP Chemicals provided the

platform for those profits by investing heavily in new plant and machinery before selling the business to a management

ing director, said the company has used the technological expertise inherited from BP to win 85 per cent of the UK market for cross-linked polyethyl-ene foam and now boasted sizeable sales in North America and continental Europe .

The placing will be spon-sored by NatWest Markets, with Cazenove as broker.

buy-out team for £20m in 1992.

12% ahead

Abbeyerest, which designs and makes jewellery, said in a trading update that sales for the 12 months to December 31 were 12 per cent ahead of the previous

The results will be issued in

Shares in Sleepy Kids closed 2p down at 49p following reports

it changed its broker from Shaw & Co to Butterfield Secu-The animation and character

NEWS DIGEST

merchandising group, which raised £1.2m with a rights Issue in June 1993, said it had no plans to raise equity finance of any nature in the foreseeable future".

F&C EMIT

Foreign & Colonial Emerging Markets Investment Trust announced on Friday that its C shares would be converted into new ordinary shares on an approximate 0.76995-for-1

In addition, new warrants will be issued to the former C shareholders on a 1-for-5 basts. Fractions of new ordinary shares and new warrants arising on conversion will not be

Application has been made

for 87.5m new ordinary shares and 17.5m new warrants arising on conversion to be admitted to the official list. Conversion of the C shares will take place on January 13.

Allied Colloids

Allied Colloids has, subject to contract, sold its Atlas interistas agrochemical formulation and marketing business to Whyte Chemicals for an undisclosed amount.

As of February I the Atlas branded products will be marketed by Atlas Crop Protection, which will be a Whyte Chemicals subsidiary.

A number of Atias sales staff

will be transferring with the business in order to maintain continuity with wristing Atlas customers. in the year to April 1 1994

Atlas, had sales of £5,4m and net assets of £10.4m.

NORTHAM PLATINUM LIMITED

(Registration No. 17/03282/06) 11/2 14/25

TERMS OF THE RIGHTS OFFIRE

On 6 January 1995 Northam announced its intention to raise approximately R500 million by means of a rights offer Nurtham now advises that the terms of the rights will be as follows:

Shareholders in Northam will be granted the right to subscribe for 20 448 000 linked units ("units") in Northam ar a price of R25,00 per unit in the ratio of 25 units for every 100 shares held at the close of business on 20 January 1995. Each unit will consist of five (5) shares of 1 cent each and one (1) option. Each option will entitle the holder to subscribe for 1 further one (1) share at any time between 1 March 1995 and noon on 31 December 1997 at a

This rights offer will be underwritten by Gold Fields of South Africa Limited. The Johannesburg Stock Exchange

Application has been made to The Johannesburg Stock Exchange for a listing of the renounceable (nil paid) letters of allocation, representing linked units, commencing with effect from Monday, 23 January 1995, and for separate listings of the new shares and options from Thursday, 16 February 1995.

Dealings will commence on The London Stock Exchange in the renounceable (nil paid) letters of allocation under Bule 2.1 (a) (v) on Monday, 23 January 1995 and in the new shares and options separately under Stale 2.1 (a) (v) on

Circular/Letter of allocation A circular containing full details of the rights offer will be posted to shareholders on 27 January 1995 and will be accompanied by a renounceable full paid) letter of allocation setting out the entitlement of the person to whom the

Salient Features of the Technical and Economic Progress Report for Northam Platinum Limited
A summary of the salient features of the report by Gold Fields of South Africa Limited on the technical and economic progress of Northam Platinum Limited contained in the circular referred to above will be posted to shareholders on 16 lanuary 1995. Copies of this summary will be available from the company's registered and transfer offices and at the offices of Fergusson Bros., Hall Stewart & Co. Inc and Cazenove & Co.

75 Fox Street

Johannesburg 2001

Transfer Offices tin the Republic of South Africa. Gold Fields of South Africa Limited. PO Box 61595

tin the United Kangdom! Greencoas House

F B (In the Republic of South Agrica)
H S Fergusson Brus., Hall Sciewart & Co. Inc.
(Registration No. 72/08/05/21)

**Mamber of the Johanneaburg Stock Exchange

Gold Fields Corporate Services Limited London SW1P 1DH

(le the United Kingdom) Cazemove & Co IA member firm of The Securities and Futures Authority and of the London Stock Exchange

The Financial Times plans to publish a Survey on

The Humber Ports: Gateway to Europe

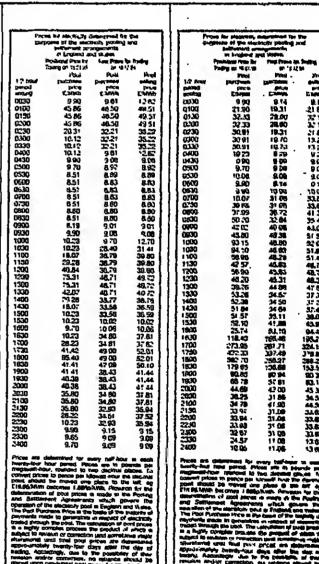
on Monday, July 3 1995

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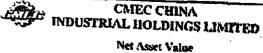
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Company was US \$1,039 CMEC China Industrial Holdings Limited lun exempted company securporated with lumited lubblity in the tayout foliable.

I th Jonary, 1994

FT Surveys Johannesburg. 16 January 1995 KOREA GROWTH TRUST INDEXIA Real-time International Depositary Receipts (IDR) Technical Analysis
Software
Software Beneficial Certificates repr Notice is hereby given to the Unitholders that Korea Growth Trust, managed by Citizens Investment Trust Management Co. Ltd., Scool, declared a distribution of won 208,000 per IDR of 1,000 units payable on or after February 3, 1995. Rothschilds Scottish Radio Holdings plc throporated in the United Rampion and Registered in Spatiand under the Lampions Act 1985 with registered register SC443761 60 Wall Street 35, Avenue des Arts 60, Victoria Embankmenr 44/46, Mainzer Landstrasse 38, Stockerstrasse THE CLASS BOOK MANN Introduction to the Official List CITY Sponsored hy The Market Leaders at speead between - Financial and Sports First a brochure and an account application form sell 071 283 3667 Accounts are normally opened within 72 hours See our up-to-date proces Sa.m. to 9p m on Telefect page 605 For the six months this lim INDEX Allied Provincial Securities Limited The amounts of dollars shall be the net proceeds of the sale by the Fund of the won amount in a foreign exchange bank in the Republic of Korea at its "apol rate" on Fabruary 3, 1995. une. 1995 au lifth fely. 1995 the Notes will carry an auterest tate of 7.125% per landari with February 3, 1995.

The proceeds of the coupons presented after February 3, 1995 will be converted into US dollars at the prevailing spot rate of the day following their presentation, and will be distributed to the Unitholders in proportion to their respective entitlements and after deduction of all taxes and charges of the Depositary. Holders residing in a country having a double taxation treaty with the Republic of Korea may obtain payment of their coupons at a lower rate of the Korean non-resident withholding tax, on condition they furnish to either the Depositary or through one of the designated sub-paying agents a certificate showing their residence together with n copy of the Certificate of Incorporation or a copy of the passport for individuals. Those documents are requested by the Korean National Tax Administration Office as evidence of residence and without them the full rate of 26,875 pet Korean non-resident withholding tax will be retained. lasted and fully paid Number Amount 10,000,000 62,500,000 ordinary shares of 25p each 9,221,385 62,305,346 parable on 13th July, 1905. 24 hours a day - only \$100 a month! LIVE FRANCIAL DATA DIRECT TO YOUR PC Copies of the exempt Listing Document in relation to the Company may ^₩ topies of the exempt Leang Doctation in the Company and be obtained during normal business hours up to and including 17 January 1995 from Company Announcements, The London Stock Exchange, London Stock Exchange Tower, Capel Court Entrance, off Bartholomew Lane, London ECZN 1HP. (for collection only) and up to and including Scottish Radio Holdings ple Clydebank Business Park **Allied Provincial** Ailied Provincial Securities Ltd 51-55 Gresham Street withholding RX will be reasoned.

With respect to the Korca Growth Trust Prospectus and pursuant to clause 18(0) of the Trust Deed notice is also given that, as from June 30, 1995, payment of course number 10 will be made under deduction of 26,875 pct of the Korcan withholding lax. **MERGER MANIA IS BACK!** Securities Ltd 155 St. Vincent Street Are you interested in stock market trading profits? Discover merger and London EC2V 7EH takeover arbitrage. For details of our unique performance related service call Arbitrage Dept. Michael Laurie Ltd (Member of SFA) Glasgow G81 2RX Morgan Guaranty Trust Company of New York 35, Avenue des Arts, B-1040 Brussels to January 1995 Tel: 071 493 7050 Fax: 071 491 8998

COMPANIES AND FINANCE

Russian oil group merger plan nears completion

By John Thomhill in Moscow

Lukoil, the giant Russian group which accounts for about one-eighth of the country's oil output, is pressing ahead with plans to absorb three other companies, a move which it claims will make it the biggest oil company in the world in terms of proven

The company, which domi-nates the west Sherian oilproducing region, has for several months been trying to incorporate Permneft, Nizhnevolzhskneft and Kaliningradmorneftegaz, thereby increasing its oil output by almost one

Mr Vagit Alekperov, Lukoil's president, last week told a board meeting that the three companies had finally accepted merger proposals and the deal was completed except for technical formalities.

Lukoil's hoard has also tonnes if it successfully decided to unify its shareholding structure, which is seen as an essential pre-condition for raising money in western capital markets.

The company aims to raise more than \$35n by selling 15 per cent of its equity abroad. However, potential investors have pressed the company to create e unified shareholding structure in place of its three separately quoted operating companies - Kogalymneftegaz, Langepasneftegaz and Urainef-

Lukoil announced that its oil output fell by 11 per cent last year to 43.6m tonnes as the company continued to experience production problems. About 2,000 wells stood idle at the beginning of 1994 and production is forecast to fall to

However, Lukoil's ontput would rise to more than 52m allocated.

absorbed the three targeted companies. Western oil executives dispute the methodology used to calculate Russian oil

companies' reserves. Lukoil exported more than 10m tonnes of oil last year, earning \$1bn in hard currency. This year, it plans to export 15m tonnes of oil and 5m tonnes of petroleum products, raising its hard currency earnings to \$2bn.

The Russian government has recently liberalised the oil export regime, lifting export quotas and allowing domestic prices to climb towards world levels, which are three times

Lukoil believes it will be one of the biggest beneficiaries of this liberalisation, although it is still not clear how the regime will work in practice or how pipeline access will be

up 35 per cent on 1993. The reports show the merger and acquisition boom in the US is spreading to Europe. The popularity of the UK, France, Spain and Italy grew, while buying in Germany and Sweden was lacklustre.

European

takeover

activity

recovers

end.

in Europe.

Cross-border takeover activity

in Europe has regained levels

last seen of the beginning of

the 1990s, according to two

studies released et the week-

The total value of deals

involving a European target

company rose hy 37 per cent to

£39.4bn (\$62bn) in 1994, calcu-

lations hy Acquisitions Monthly magazine showed.

Acquirers were nearly as husy

as in 1990, the peak of the last

cycle, when they spent £40.4bn on international transactions

Statistics to be published today by IFR Securities Data

give the value of M&A deals

worldwide in 1994 as \$437m,

The flow of cross-border deals completed fell off in the second half of the year as rising interest rates caused companies to reconsider their expansion plane hat investment bankers said any slow-

ing was temporary. Securities Data said US acomisitions of Enropean companles grew by 84 per cent in 1994 and Mr Ed Annunziato, head of European M&A at Merrill Lynch, the US investment more scepticism about emerging markets. The stability of the environment here makes

continental Europe, the rebuilt financial balances of potential acquirers and continuing pressure for rationalisation underpin widespread optimism among corporate financiers.

The belief that cootinental European markets are opening np to foreign investment is also a sonrce of confidence. Germany, which some investment bankers term the "sleeping giant" of M&A, is expected to provide much advisory

Fininvest chief to step down

Mr Franco Tato is planning to step down as managing director of Fininvest, the diversified family holding company owned by Mr Silvio Berlusconi, Italy's outgoing prime minister.

Mr Tatò, 62, took over as group managing director in October 1993, with a mandate to impose firmer executive control and pursoe plans for a restructuring and reduction of debt, which stood at L3,800bn (\$2,35bn) at the end of 1993.

He is expected to return full time to his previous job as chief executive of Mondadori, Fininvest's quoted publishing subsidiary. The move will give him more opportunity for hands-on management, which he considers his main skill.



Franco Tatò: expected to

The decision comes at a delicate moment for Mr Berlusconi. Mr Lamberto Dini, Italy's treasury minister, was given a new government. If he is successful, Mr Berlusconi will be left languishing on the fringe of government at least until new elections can be held.

Mr Berlusconi's move into politics a year ago - taking with him many Fininvest managers - has already unsettled the group, which includes property, television, financial services and retailing interests. The question mark over his future could edd to uncertainty in the company, at a time when restructuring is only partially complete.

Mr Tatò masterminded last year's flotation of 53 per cent of Mondadori on the Milan stock exchange, raising nearly L1.000hn to reduce debt. He also oversaw the L971bn sale of

mandate on Friday to form a Euromercato, the hypermarket chain, to the private holding companies of the Benetton family and Mr Leonardo Dei Vecchio, head of Luxottica, the US-quoted spectacle frame manufacturer.

The Euromercato sale was finalised last Thursday, but the company last week denied that he had fallen out with top management over the decision to sell Euromercato separately from the loss-making Standa chain of supermarkets.

The group also stressed that Mr Tato was likely to stay at the helm of Fininvest at least until the approval of 1994 accounts and the appointment of e successor. The 1994 balance sheet should show a marked improvement in Fin-

Lisbon approves offer for BTA

By Peter Wise in Liston

Portugal has approved an agreed hid hy Mr Antônio Champalimaud, a Portuguese industrialist, to buy 50 per cent of Banco Totta e Acores (BTA) from Banco Español de Crédito (Banesto), the Spanish bank, for Es153bn (\$969m).

The move suggests the government is ready to accept Mr Champalimaud's condition that he be exempted from making a bid for 100 per cent of BTA. However, the deal must also be approved by the Securities and Exchange Commission, whose president has said

By Chris Bobinski in Warsaw

The Polish government's bid to

privatise one of the country's

largest banks, the Krakow-

based Bank Premyslowo Han-

dlowy (BPH), has succeeded

after local and foreign inves-

tors offered to purchase 3m

shares, or 30 per cent of the

be taken up by the European

A further 1.6m shares are to

bank's equity.

A Committee of the Committee

180 180

West March 1988

an exemption is not possible

under current law. Three groups would control more than 65 per cent of the banking sector's total assets if two bids now approved by the government are successful. The biggest is state-owned Caixa Geral de Depósitos, with

a market share of 24.5 per cent. An Es300bn bid led by Banco Commercial Portugues (BCP) for 100 per cent of Banco Portugues do Atlantico (BPA) would create the second-largest group, with 23.3 per ceut of the market. Mr Champalimaud would control a group with a market share of 17.6

Bank for Reconstruction and

Development, and Daiwa

Europe has placed another

473,000 shares of the 5.2m on

offer, which amounted to 50.1

Forthcoming purchases of

stock by bank employees will

put over half of the BPH's capi-

price, fixed at 70 new zlotys

(\$28.86) at a special weekend

The initial public offering

per cent of BPH's equity.

tal in private hands.

per cent if he acquires BTA. The main government reason for approving both bids was to ensure the shareholding stability of BTA and BPA. Banesto's direct and indirect control of 50 per cent of BTA is contested by

Portugal, which set a limit of

25 per cent on foreign owner-

BPA's core shareholders, a group of 13 Portuguese companies who own 29 per cent, have failed to define a focused stratfirst, unsuccessful hid for con-

The sala is the third in

Poland's privatisation programme of the nine state-

owned banks hived off from

the central bank in 1989. It

opens the way for western gov-ernments to hand over a \$600m

grant, which is conditional on

Poland making progress in pri-

vatising the banking system.

for more secure investment." Warsaw privatises Krakow bank Robust economic growth in session of the Warsaw stock exchange, gives the bank a market capitalisation of \$300m.

Stet bids for sole Czech Telecom stake

By Vincent Boland in Prague

Stet International is going it alone in its bid to win the international tender for a stake in SPT Telecom, the Czech Republic's national telephone operator.

The Italian telecommunications group confirmed last week that it will not be entering a consortium prior to submitting a preliminary bid for the 27 per cent stake, which the Czech government is offering for up to \$1bn.
Working alone allows for

much more flexibility up to the last minute," said Mr Francesco Bruno, Stet's project

leader in the tender for SPT. He said Stet wanted to make its own evaluation of SPT without having to share its information with other bldders. Mr Bruno said no decision has been made on Stet's join-

ing a consortium at a later stage in the hidding process. Opening blds are due 21 days after publication of a new tariff structure for SPT, which is expected to be completed by the end of this month. The tender is scheduled to be finished by the end of April, after

delays caused by Czech govern-

ment infighting over future telephone call prices. Stet's nine rivals in the

fierce contest developing for the stake are joining consortiums to spread the cost and risk of the investment. Bell Atlantic and France Telecom are working together, as are Deutsche Telekom and Ameritech, and two other alliances

are planned. Stet is understood to have rejected five epproaches to join forces to bid for SPT, because of its belief that a bid with a strong European dimension has a better chance than one from a consortium where European partners play second fid-dle to US companies.

Both France Telecom and Deutsche Telekom are taking a back seat in their respective alliances because of perceived prejudice against German and French investors in the Czech

But Stet also wants to avoid a repeat of its unhappy experience in e 1993 tender for 30 per cent of Matay, the Hungarian telecoms company. In that tender a dispute between Stet and France Telecom scuppered

their joint approach.
Stet subsequently bid \$905m for the Matav stake hut lost out to the Deutsche Telekom/ Ameritech consortium's offer of \$875m after intense German inbbying with the Hungarian

Matsushita to invest Y200bn in chips bank, said US interest was strengthening. "The devaluaegy for the hank and have shown signs of increasing distion in Mexico has created cord since BCP launched a

By Michiyo Nakamoto In Tokyo

Matsushita, the consumer electronics group, plans to invest Y200bn (US\$2,03hn) in semiconductors over the next three years and double its liquid crystal display production

and sales this year. Mr Susumn Ishihara, a Matsushita director, said the company was targeting key devices, particularly semicondoctors, LCDs and optical disks, together with multimedia products, as promising areas for future business.

The tocreased emphasis on

devices is part of Matsushita's

near-term corporate strategy aimed at raising the parent company's ratio of recurring profits to sales to 5 per cent by the end of fiscal 1996 from 1.5 per cent last year.

Matsushita hopes to compete in the market for such semiconductor products as memory chips, which have seen strong demand in recent years, due to the buoyant personal computer market and the move in that market to advanced machines which use more memory. Previously, the company's semiconductor business has been

Capital spending on semicon-

aimed at internal use.

fiscal year to March to Y63bn from Y20bn in fiscal 1993. Liquid crystal displays and optical disks are also expected

ductors will rise in the current

to play a growing role in the market for multimedia prod-In addition to shifting its product emphasis, Matsushita is also aiming to cut costs through corporate restructur-

ing and a reallocation of global resources. The company has brought forward plans, adopted in a revitalisation programme, to raise efficiency among administrative and support staff by 30 per cent.

of the revitalisation plan was expected to be achieved this

As developing countries become growth markets for consumer electronics products, production facilities and R&D bases will have to be considered with a view to placing them in the best possible locations, Mr Ishihara indicated. However, he stressed that Matsushita's policy is to compensate for the shift of production out of Japan by introducing new and bigber value-added products for

domestic manufacturing.

SIEMENS

Annual Meeting of Shareholders

NOTICE IS HEREBY GIVEN that the annual shareholders' meeting of Siemens AG will be held on February 23, 1995 at 10.00 a.m. in the Olympiahalle of the Olympiapark, Coubertinplatz, 80809 München, Federal Republic of Germany and will consider the following agenda:

Submission of the financial statements for the fiscal year ended September 30, 1994, the Managing Board's general review, the report of the Supervisory Board, the Managing Board's proposal for the appropriation of net income, as well as the consolidated financial statements for the fiscal year erided September 30, 1994, and the associated consolidated general review.

These documents may be inspected at the cashier's offices of the Company or designated depositaries.

2. Resolution on the appropriation of net income. Ratification of the acts of the Managing Board.

Ratification of the acts of the Supervisory Board. 4. Appointment of auditors for the fiscal year 1994/95. Approval of control and profit transfer agreements, including agreements relating to

companies formed under the German Civil Code. As far as item 2 of the Agenda is concerned, the Supervisory and the Managing Board propose that the net income of DM 727,776,920 be used to pay out e dividend of DM 13 per share DM 50 par value and that the dividend amount attributable to treasury stock be carried forward.

Pursuant to §19 of the Company's Articles of Association, an owner of Company shares is entitled to attend and vote at the shareholders' meeting, provided that he has deposited such shares with a depositery not later than February 18, 1985 and that the shares remain blocked until the end of this shareholders' meeting.

The depositary in the United Kingdom is: S.G. Warburg & Co. Ltd., 2 Finsbury Avenue, London EC2M 2PA.

The notice of invitation including the full wording of the agends and - In due course - our English ennual

report can be obtained from our depositary bank. The complete wording of the invitation has been published in the German Federal Gazette "Bundesanzelger" No. 8 dated January 12, 1995.

Berlin and Munich, In January 1995

Siemens Aktiengesellscha The Managing Board

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securities. Application has been made to the London Stock Exchange for admission of Berisford's 149,322,977 Ordinery Shares of 50p each ["Existing Sheres") end the undermentioned securities to the Official List. Dealings are expected to commence in the Existing Shares and in the undermentioned securities, nil peid, on Wednesdey, 25th January, 1995.

This advertisement is issued in compliance with the requirements of the International Stock

Exchange of the United Kingdom end the Republic of Ireland Limited (the "London Stock

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Welbilt Corporation and proposed Rights Issue of up to 334,248,763 Units of 5.0 per cent. Convertible Unsecured Loan Stock issued at 100p per Unit ("the Stock") convertible into new Ordinary Shares

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Finencial Adviser, Sponsor and Underwriter Baring Brothers & Co., Limited 8 Bishoosgate London EC2N 4AE

Stockbroker Hoare Govett Corporate Finance Limited 4 Broadgate London EC2M 7LE

Dated 16th January, 1995

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China Merchants China Direct Investments Limited announces that as at 31st December, 1994, the unaudited consolidated net asset value per share of the Company was US\$1.043. CHINA MERCHANTS CHINA DIRECT INVESTMENTS LIMITED (Incorporated with limited liability in Hong Keng) 12th January, 1995

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INDIAN INVESTMENT COMPANY Société d'Investissement à Capital Variable Registered Office: 14, rue Aldringen, L-1118 LUXEMBOURG Commercial Register: Luxembourg Section B n° 44.263

Notice of Meeting
The Annual General Meeting of Shareholders of INDIAN INVESTMENT
COMPANY will be held at its registered office in Linemburg. 14, rue Aldringen,
on January 25, 1935 at 11 a.m. for the purpose of considering and voting upon
the following agenda:

1. To hear and accept:
at the management report of the directors
at the report of the guiditor.

2. To approve the statement of not assets and the statement of changes in not
assets for the year ended September 30, 1994.

3. To discharge the directors with respect to the performance of their duties
during the year ended September 30, 1994.

4. To effect the directors and the auditor to serve until the next annual general
meeting of shareholders.

5. To conside the directors' remuneration.

6. Any other business.

The shareholders are divised that no quorum for the statutory general meeting is
required and that decisions will be taken at the majority of the shares present or
represented at the meeting.

The Board of Directors Notice of Meeting

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£100,000,000 Class Al

Mortgage Backed Floating Rate Notes Due 2035 NOTICE IS HEREBY GIVEN to the holders of the Class AI Notes, that the Issuer has determined in accordance with the Redemption provisions set out in the Terms and Conditions, the Class Al Noies in the

amount of £14,700,000 will be edeemed on the next Interest Payment Date, 31st January, 1995 (the "Redemption Date"). The Class Al Notes will be redeemed on a pro rata basis and the Principal Payment per Class At Note will be £14,700. The Principal Payment on each Class Al Note will be made in accondance with the operating procedures of Euroclean and Codel.

NATIONAL BANK NATIONAL BANK OF CANADA USD 200,000,000 FLOATING RATE DEPOSIT NOTES DUE JULY 1996 ISIN CODE: GB0046259601 For the period January 13, 1995 to July 13, 1995

the new rate has been fixed at 6,9375 % P.A. Next payment date: July 13, 1995 Coupon nr: 18 Amount: USD 872.01 for the denomination of USD 25 000 THE PRINCIPAL THE PRINCIPAL
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FINANCIAL TIMES · · · · · · THIS WEEK

Global Investor / Tony Jackson

All part of the learning process

Anyone looking for a definition of herd behaviour further than world's emerging mar-kets. The finan-

clal crisis in Mexico is real and serious enough; in response, though, investors bave been stampeding out of markets as ludicrously discrepant as Thailand and Bulgaria.

August bodies such as the

World Bank, along with the big mutual fund houses, spent last week trying to calm everyone down. This is not a re-run, they insisted, of the debt crisis of 1932. Mexico has problems of its own; other markets need to be treated on their merits. The bodies in question arc, of course, interested parties. But they could have a point.

In sorting the sheep from the goats there are two main crite-ria. First is the structure of the country's economy: in particular, its trade and fiscal baiances. Second - equally important in time of crisis - is what kind of foreigo investment we are talking about.

The latter point bears elaboration. In the 1990s, in contrast to the previous decade, much the largest part of the foreign capital invested in amerging economies has come from the private sector. Close to half of

that has consisted not of portfolio investment in bonds or equities, but in direct investment by corporations.

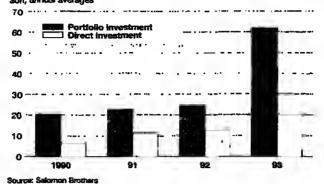
The importance of direct investment lies in its stability. On the one band, it is sunk capital which cannot be pulled out at the investor's whim. On the other, it is affected less by economic and market cycles tban by long-term structural shifts in the world economy.

The causes of the recent

growth in direct investment are familiar: the lowering of trade barriers, the spread of technology and the almost universal move towards privatisation. Multinationals are investing in developing economies because for the first time they have market access and can exploit new sources of cheap labour. Portfolio investment in emerging markets may come and go, but direct investment looks here to stay.

The balance between direct and portfolio investment varies sharply around the world. In China, for instance, the fledg-ling stock markets of Shanghai

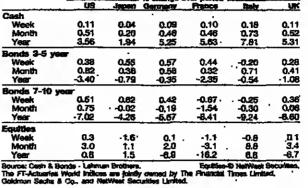
Private Foreign investment in Latin America



and Shenzen are tiny in relation to the buge flow of foreign capital going into factories and infrastructure projects. More generally, many Asian countries tend towards what one might call the Korean model: suspicious of foreign capital and reluctant to grant it a decent return.

Latin America is for the most part the other way around. Salomon calculates that in 1993, at the peak of the emerging markets boom, portfolio investment in Latin America totalied \$62bn, compared with \$21bn ln direct investment. The imbalance was particularly marked in Mexico, with portfolio inflows of \$28bn dwarfing direct flows of under \$5bn.

Besides being inherently unstable, this had the effect of deforming the Mexican econ-



omy. The balance of payments deficit, in particular, sbot up to almost 8 per cent of GDP. In theory, a trade deficit does not matter as tong as it can be financed. In practice, when it gets to a certain level the providers of finance get jumpy.

Taken with a low savings ratio (again not uncommon in Latin America), the trade deficlt was evidence of an unhealthy dependence on for-

eign capital. As the head of the Institute of International Finance, Mr Toyoo Gyohten, remarked last week, there is nothing wrong with external finance per se: both the US and Japan, after all, relied heavily on it in their early days. The crucial question is whether the money is used to develop the country's own financial flows and an indigenous industrial

On almost any criterion you care to pick. Mexico looks to have been a bad bet. It is the more striking that so few analysts were prepared to say so when it mattered. The reason is perhaps obvious. In response to a long period of low interest rates, a lot of money was heing shifted into emerging markets on the basis of simple ignorance. When the weight of money is driving markets up, even the best informed analyst esitates to stand in the way.

On an optimistic view, that resulting period of confusion is all part of the learning process Some would go further and call it an opportunity. One big investor in Latin America, the US fund manager Scudder, Stevens & Clark, draws an analogy from the late 1980s. In 1988-89 junk bonds - then also a new and little understood asset class - were wildly over-priced. In 1990 the market crasbed indiscriminately. When the recovery came the following year, some better quality bonds provided total

returns of 40 per cent.
To plunge back into Latin

America now calls for a certain amount of nerve, to say nothing of expertise. There is evidence that mutual fund investors have not yet joined the panic. If the worst happened and large-scale redemptions started, the relative illiquidity of most emerging markets could prove very awkward (though conversely, as the real optimists point out, the best and most liquid stocks would be sold first, thus providing the

best value.)
Above all, there is no evidence of systemic crisis along the lines of 1982. Then, interest rates were soaring, commodity prices falling and the developed world moving Into recession. Now, US interest rates are not far from their peak and world trade is growing faster than for two decades. Perhaps most important, structural reforms in developing countries are mostly too far

advanced to he easily reversed. In such a world, the name of the game is discrimination. In broad terms, one answer is to avoid Latin America and buy Asia. But even this could he misleading: a country like Chile, for instance, is probably sounder fundamentally than one or two Asian economies. Perhaps, in the end, the simplest rule for investors is the gloomy maxim of the banking community: never give money to anyone that really needs it.

Coffee market seeks direction

The world collee market could this week be given some guid-ance in its search for direction following the retreat from last September's 81/2-year highs.

At a five-day meeting of the International Coffee Organisatiou beginning in London today, a key report is to be released on the prospects for Brazil's 1995-96 crop following last year's frosts and drought; and on Thursday the Association of Coffee Producing Countries will meet, also in London, ducer action, including a par-tial resumption of the "export retention" scheme that gave the initial impetus for last

The ICO meeting will also review the operation of the scaled down International Coffee Agreement, ratification of which is expected to be completed this week. Mr Celsius Lodder, who recently took over as executive director, has been advocating a pro-active strategy for the organisation, "We must prove that we are a real service provider, to give the

market reliable statistics and discussion panels on subjects that private sector participants need," he has said.

The ICO's price-stabilising role, which ended with the abandonment of its export quota scheme in 1989, has now been taken up by the ACPC. The association's original retention scheme, which began late in 1993, quickly achieved Its price ambitions, and Its target prices were left way behind by the frost-induced price surge. But Central American members have responded to

the recent price retracement with a second scheme, which came into operation this month, and there are signs that Brazil is seriously considering joining in with this.

do not expect any dramatic decisions [at Thursday's meeting]," says ACPC Presi-dent Rubens Barbosa, who is also Brazil's ambassador in London. "We will meet to assess market conditions while member countries will inform [the association] of policies followed over the last few

Nothing

aasler countries and individuals than getting What is new in the 1990s is the way heavy borrowers are being severely

punished. One by-product of Mexico's financial crisis has been an upsurge of concern over the indebtedness of certain "first

world" countries. Mexico quickly discovered that being a recent entrant to sucb rich-country clubs as the Organisation for Economic Co-operation and Development (OECD) or the North American Free Trade Agreement (Nafta) provided no protection from market disenchantment after December's devaluation and floating of

Although politics played a big part in last week's selling of the Italian lira, the treatment meted out to it and the Canadian dollar and Swedish krona showed financial ma kets are no longer prepared to treat established industrialised democracies much differently to delinquent emerging countries if key economic

indicators do not add up. Until recently, analysts would glance at a nation's growth rate, inflation, current account balance and, possibly, its unemployment for an instant bealth cbeck. The emphasis today is on annual budget deficits and debt.

But what is it about the 1990s that makes debt so special? After all, countries (and individuals) bave borrowed for centuries and generally prospered as a result. For explanations, I turned to two distinguished economists: Mr Walter Eltis, chief economic adviser to Mr Michael Heseltine, the British trade and industry secretary, and Mr John Llewellyn, who has just become Lehman Brothers' chief European economist after 17 years in senior posts with the OECD.

FT-ACTUARIES WORLD INDICES

Mr Eltis argues that high real long-term interest rates are the key to the present problem. He points out that US real long-term rates (that is, rates adjusted for inflation) have averaged 5 per cent since

Writing in a personal capac-ity in this month's Bank Credit Analyst magazine, Mr Eltis notes: "The escalation in real interest rates has had a pervasive influence on all economies: heavily punishing debtors, whether countries, corporations or individuals." The rules have changed especially for high-horrowing gov-ernments. "Debt servicing

omy. Debt servicing costs will come to exceed the total budget deficit when Interest rates exceed economic growth." Between 1945 and 1961, the US, UK, Germany, France and Japan were able to borrow at rates below their rates of economic growth, helping to buy more social welfare or infra-

structure without raising tax-

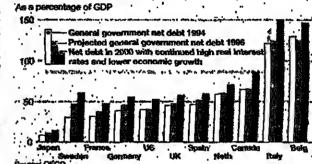
public debt exceeds the nomi-

nal growth rate of the econ-

Economics Notebook

What makes debt so special

Industrial country debt



ation commensurately. reversed in the 1980s as interest rates on public debt exceeded growth. The upshot has been an a rise in indebted ness and the payment of a the beginning of 1982 comgrowing proportion governpared with 2 per cent in the ment tax revenues as debt interest

preceding 30 years. The chart shows the indebtedness of several industrialised countries. The columns portray net indebtedness. rather than the often-quoted and bigger gross debt figures which form the basis for the Maastricht Treaty debt criteria, because net debt gives a better idea of tha sustainability of a country's debt.

According to Mr Llewellyn, costs will escalate alarmingly Europe's net indehtedness when the interest rate paid on

exceeded 55 per cent of gross domestic product last year. This compared with under 25 per cent in 1930 and just over 40 per cent in 1990. The 55 per cent figure "is by no means outrageously high. But it war-rants watching". It compares with net debt to GDP ratios of just below 40 per cent for the US and under 10 per cent for Japan last year.

Financing sucb debt is a burden. Interest payments on

2.33 171.11 161.70 107.13 136.06 144.76 190.80 186.16 168.15

and the second of the second o

general government net debi totalled nearly 5 per cent of GDP across Europe as a whole last year. More than 10 per cent of government tax receipts went towards paying interest. That, Mr Llewellyn points out, was "more than twice what even the larger countries typically spend on defence and up to twice what most countries spend on education and bealth". In Italy and Belgium, debt service absorbs more than a fifth of

government receipts. High indebtedness, therefore, restricts what governments can spend on what voters want. But, as the chart indicates, there is no easy release from debt's grip.

Mr Llewellyn forecasts that

Europe's deht to GDP level could rise to 62 per cent in 1996. OECD projections sug-gest that just to stabilise European net debt to GDP levels by the end of the century, Europe will have to grow at 2.5 per cent to 3 per cent a year, and long-term interest

rates shade downwards. Such growth could be diffi cult to achieve. None of the main European countries has averaged more than 2.5 cent annual growth in the past 20 years. Nor is the fall in long term rates assured.

On the basis of 0.5 per cent less growth a year and continued high rates, the OECD suggests that Europe's debt to GDP ratio could be 10 percentage points higher than at present and still rising In 2000. In Italy, Belgium, Greece, Portugal and Canada, debt to GDP ratios would be 20 percentage points higher.

To escape such traps, governments will have to cut spending radically, slaughtering some sacred cows in the process. Public sector health the firing line of such structural reform.

That is bad news for politiclans. But Europe must cut its debt to compete in the 21st

Peter Norman

A1+ by IBCA

and rated

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REPRESENTATIVE OFFICES: London

Global clearing and settlement services

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EMERGING MARKETS: This Week

The Emerging Investor / Joel Kibazo

Africa provides a beacon of hope

The sharp falls in Latin American stock markets following the Mexican financial crisis may have sullied the image of a once booming global emerging markets sec-

Optimists, however, have been pointing to markets in Africa, south of the Sahara, as beacons of hope amid all the

gloom. Some observers suggest the region's 12 or so bourses are likely to provide some of the best returns in the coming year and for the rest of the

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This month'e move by the Kenyan government to end a 30-year ban on foreign investors in the Nairohi Stock Exchange will be seen by some as another positive sign.

The new found optimism about what was, until recently, a little known corner of the emerging markets scene, is not without foundation.

Figures compiled by Morgan Grenfell, tha UK investment bank, show that, up to the first week of last month returns on investments made on the Nairobi stock market showed a 107.5 per cent gain in US dollar terms. The market is capitalised at \$2.35bn with 52 compa-

Zimbabwe's Harare exchange, capitalised at \$1.9hn with 62 quoted companies, appreciated by 24 per cent. The 20 listed stocks on the Ghana exchange surged by 65.3 per cent, while a more modest gain

CURRENCIES

of 7.4 per cent was seen in the small Botswanan market. By comparison, the South African, not only the region's biggest but also the world'e biggest emerging market with capitalisation of \$218bn, showed a gain of 32.2 per cent. Gams from African markets were comparable to those

the peso, and well ahead of those in south-east Asia. Mr Kofi Bucknor, an executive director in the emerging markets department at Lehman Brothers, the US investment bank, said: "Even taking the risk premium into account. African markets remain under-

achieved in Latin America,

fore Mexico's devaluation of

. It is a view echoed by Mr Nigel Rendell, emerging markets strategist at broker James Capel, who also believes African markets to be cheap compared to other emerging mar-

Focusing on Harare, his particular favourite and the third biggest exchange in sub-Saharan Africa, Mr Rendell pointed out it stood at a price earnings ratio of 11.5 last year and on a prospective multiple of about nine for this year,

This is well below the p/e of 15 to 20 in most latin American markets and the 20 to 30 seen last year for most Asian emerging markets. "Quite clearly some of the African markets are good value", he said. This view is already shared by several investors. Ms

Ten best performing stocks Sanco Portuguez Do Atlantico 16.4635 Portugal 2,5789 19.42 Argentina Turkey Mexico 1.0198 0.1202 0.0963 0.0094 7.0209 Vidreas Santa Marina **Brazil** 0.0045 0.0004 0.0014 0.0001 S.Kore 517,363 32,2387 Banco Bradesco (Pfd) 0.0084 0.0005 Companhia Energentica 0.0934 0.0052 0.2210 .

But even more fundamental

challenges face the would-be investor. Many sub-Saharan

Africa bourses are small and

poorly capitalised with few

ompanies listed and low

Nigeria, with one of the big-

gest economies in Africa, has a

market capitalisation of only

\$2.6bn with a mere 177 stocks

listed, while in Zambia just

seven stocks are listed on the

Turnover is poor, with well below 10 per cent of market

capitalisation traded in each

year on many exchanges, e fact

that may not be so startling

given that some markets only

open one or two days each

Even on the Nairobi Stock

Exchange, which saw a 35 per

cent iumo in activity following

last month's announcement

about foreign participation,

turnover stands at e 2.73 per

In addition, while foreign

investors may now buy shares

cent of total capitalisation.

local exchange.

Marina Lloyd, a fund manager at Robert Fleming, the UK bro-ker, said: "There is no doubt if you were prepared to take the risk you would have made money in Africa in 1994."

Privatised utilities were a particular attraction, in markets such as the Ivory Coast, which is capitalised at about

Last year's Ghanaian government sale of 20 per cent of its holding in Ashanti Goldfields raised \$1.67bn. Added to the disposal of the government's stake in companies such as Unilever Ghana, this acted as a spur for investors to buy the Accra stock market.

Yet for all that success, stratgists warn that investing in Africa is not for the amateur. The gains may at this stage appear large but analysts point out that many of the African stock markets are starting from a low base, which researchers say is roughly the stage seen in Latin America seven or eight years ago.

per cent, broking charges remain steen, as does the current value of the shilling, making the market expensive.

on the NSE, current rules limit

them to a maximum 20 per

cent shareholding in publicly quoted companies. And at 2.5

All of which may go some way in explaining why a week after the rules were changed only one foreigner had so far bought etock, worth e mere

Corruption and political instability also remain matters of concern in some countries. One broker said: "I know the risks are decreasing but one still has to bear in mind how fast they can get their money

With most African countries still dependent on agricultural exports, the volatility of the commodity markets is another factor which cannot be

However, more immediately, the rest of the continent faces atiff competition from the Johannesburg Stock Exchange With few of the problems faced by the rest of the continent, the JSE was added to the International Finance Corporation's premier emerging market list last November and will join the IFC's emerging markets composite index at the begin-

ing of April Observers say this should give e boost to Johannesburg particularly as tracking funds will huy stock in order to match the index, though the

Mataka Rich

country's current two tier currency could be seen as an obstacle by some would-be investors.

However fans of the sector say competition from Johannesburg is unlikely to deter further investment in the rest of sub-Saharan Africa. One reason is that African governments forced by circumstances to implement IMF atructural edjustment programmes designed to ease balance of payment constraints are likely to increase the number of utili-

ties that are privatised.

More markets are also set to open and only two weeks ago. Sudan, Africa's biggest country, opened its first stock exchange with 24 companies registered. Countries such as Tanzania and Cameroon have already signalled plans to open

As for the current climate for such markets, Mr Bucknor said: "The falls in Mexico may mean that some investors will be less inclined to look at new

"But frankly, the kind of investor that has been buying into Africa is different. They have researched it, they are more familiar with the continent and they are more aware of the fundamentals in those markets. They will continue investing in Africa."

Mr Rendell also remains bullish. He predicted: "It is definitely the next place that investors will be looking at for the latter part of the 1990s."

Baring Securities emerging markets indices

Redemptions and decline in bond prices hit debt funds

Funds investing in emerging market debt lost \$2.2bn in assets during December. according to Micropal, as declines in bond prices combined with the effect of redemptions by investors,

writes Philip Coggan. The 109 open-ended funds nonitored by Micropal had \$56.1bm of net assets at the end of December down from \$58.3bn on November 30. About \$1.7bn of this decline was because of market losses mainly due to the effect of the Mexican peso devaluation on Latin American debt, while some \$500m was caused by redemptions.

However, some funds suffered particularly from redemptions. The Alliance North American government fund, the worst performing US bond fund in 1994 thanks to its Mexican and Argentine debt holdings, had an outflow of \$229m in December. TCW/ DW North American government fund, managed by Trust Company of the West for Dean Witter, lost \$228m, nearly a fifth of its assets.

Emerging market debt funds are expected to have suffered further portfolio losses, and redemptions, this month as the Mexican crisis continues to have an adverse effect.

News round-up

The expected continuation of

Asia

turmoil in the Asian currency markets this week, following speculative attacks at the end of last week against several currencies, are unjustified, analysts claim, writes John Pitt. The currencies were targeted in resnonce to the current crisis in Latin America. But, analysts remarked, the situation in south-east Asia was a long way removed from that in Mexico. While a number of Asian countries had large current eccount deficits they also had

substantial foreign reserves

Economic fundamentals also

showed good growth prospects.

and a strong savings ratio.

Hungary

Equities stabilised last Friday after the previous day's 66 point drop - the biggest daily decline in nearly a year, writes Virginia Marsh in Budapest. However, many analysts

remained gloomy. Some said the exchange, the only one of the three main eastern European bourses to eppreciate in dollar terms last year, could lose a further 10-15 per cent in the next two weeks. This week's losses have contributed to a 11 per cent drop since November.

Year to date Actual

 Further coverage of emerging markets appears daily on the World Stock Markets page.

Risk-shy to seek safe havens

Following last week's provide support for the dollar, as capacity utilisation figures turbulence, quality currencies and the Federal Reserve's should continue to attract risk-

averse investors from emerg-This could prove flattering to the yen and D-Mark, but less

so to the dollar Analysts fear the US Federal Reserve may procrastinate on e rate rise - which the markets were hoping for - at the Federal Open Markets Committee meeting later this month. Lower-than-expected retail sales figures on Friday left investors wondering wbether, rather than by how much, the Fed would raise rates.

Some economic news could

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beige book, the US's regional guide to economic data, are eleased this week. Both could show signs of robust growth, reviving expectations of e US

interest rate rise.

In Europe, analysts fear that the Spanish peseta could be subjected to further speculative pressure because of continuing political uncertainty and because the peseta's membership of the European exchange rate mechanism gives speculators a clear exchange rate point to sell

Although Spain has denied

that it might quit the ERM, the country's counter-inflation policy is no longer based entirely on pegging the peseta to the D-Mark. Like Britain, Spain has an inflation target, prompting some economists to wonder whether KRM membership is necessary to achieve its domes-

tic policy goals. By contrast, the nomination of Mr Lamberto Dini, the former senior central bank official as Italy's prime minister designate last Friday, may take the lira out of the firing line. But he will have to convince mar-kets of his determination and ability to tackle the gaps in the 1995 budget and Italy's deficit

ridden pensions system.

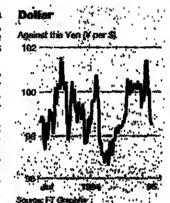
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The French franc may gain some support, if, as expected, Mr Edouard Balladur, the prima minister, announces his bid for the Elysée this week. Emerging markets in Asia, regardless of their resemblance, or lack of it, to Mexico. could further frighten risk-

everse investors. Indonesie's central bank spent \$500m supporting the ropiah on Friday. Sterling could enjoy another steady, if unspectacular, week.

Low infletion figures for December expected in the pro-ducer price index today and the retail prices index on Wednesday, followed by a slight rise in retail sales,

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should maintain confidence in the pound.

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Emerging routes:

The table below gives the latest available rates of exchange frounded) against four key currencies on Friday, Jenuary 13, 1995. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are ited. **BANGALORE MASS RAPID TRANSIT LIMITED** YEN (x 100) 9,9178 1,5556 0,6468 241,916 -8,1345 2,7394 6,378 1,015 5,6900 1016,78 144,073 12,3689 9,446 7,5706 115,479 \$1,2908 1,016 1,016 1,1857 1968,28 2,2111 24,6668 0,6480 1,5962 2,4618 150,72 1,015 3,6827 8.7712 1.5326 1044.6 0.6371 238.342 8.0438 2.6669 5.2963. 1 5.6067 1001.73 13563.8 141.946 20,1146 0,6524 0,7622 1282,06 1,4213 15,9652 0,4158 1,0218 1,5825 160,318 0,6524 1,761 0,4156 1,761 0,4156 1,761 0,4156 1,761 0,4156 1,761 0,4156 1,761 0,4156 1,761 0,4156 1,761 1, \$433,49 167,670 67,5847 8,3183 208,560 17865,3(3) 4,2363 1,5698 627,0000 2,8057 16,9678 248,538 3461.7 100.462 43.0566 5.2963 133.631 521079 2.6060 1.0001 1.90.466 1.5196 10.8101 156.345 16.3970 2.4056 1639.61 1,00 574.102 9.4864 4.2363 6.3163 1.5686 8.8004 1572.31 21269.6 222.798 45.5878 1.5898 1.6338 1.6338 36.4541 2.4576 3.8970 2.4576 3.8970 2.46,538 1.5696 5.7104 8.3163 2.768.00 2.50.100 4.2983 6.3163 4.7283 2.541.89 1490.36 6.3613 4.7283 2.541.89 1490.36 6.3613 4.7283 2.541.89 1490.36 6.3613 4.7283 2.541.89 1490.36 6.3613 1.5903 1.5 2258.68 65,5428 28.0947 3.457 87,1258 339843 1.781 0.6526 250.642 1.1054 0.257 7.0533 103.316 3513.64 101,959 43,7745 5,3778 136,534 5,28997 2,7394 1,0151 405,459 1,6191 1,5394 10,9723 160,72 Genthery General Gener Pantanes Pantanes Papuro Name Cele Paraguary Papuro Name Cele Paraguary Prolum invites Joint Venture Proposals for 1.1681 1994.26 2.1784 24.4992 0.6371 1.5657 2.4254 158.345 1.798.51 1.798.51 1.69.34 2.8969 0.6371 2.9969 0.6371 2.9960 1619.45 546.516 3.7596 614.705 1.4554 1.2566 1.4755 1.2566 2.0316 1.4554 1.2566 1.4755 1.2666 2.0316 1.4554 1.2666 1.2666 2.0316 1.4554 1.2666 1.2666 2.0316 1.2666 2.0316 1.2666 2.0316 1.2666 2.0316 1.2666 2.0316 1.2666 2.0316 2.0316 1.2666 2.031 651.58 6.4156 155.513 3.9434 1.761 3.497 0.6524 3.6562 653.604 8650.1 92.6763 12.451 6.0722 5.0594 74.2334 an ELEVATED LIGHT RAIL TRANSIT SYSTEM for Bangalore, India 5.3778 1789.96 101.73 2.7394 0.8466 2.7394 5.9778 2.7394 1843.75 963.781 3.2031 537.782 537.782 537.783 3.2031 737.797 130.019 3.2399 130.019 3.2399 130.019 3.2399 130.019 3.2399 130.019 3.2399 130.019 3.2399 130.019 3.2399 130.019 3.2399 130.019 3.2399 130.019 1,015 0,952 135,534 40,958 2,9692 11918 2,9692 537,785 1,959 1,9793 2,9453 2,9453 1,4773 2,9441 249,431 249,431 249,431 1,4773 2,944 1,4773 2,944 1,4773 2,944 1,4773 2,944 1,4773 2,944 1,4773 0.8524 0.246 07.1258 25.967,02 20.5649 1.3044 345.706 0.8524 20.4620 3.0665 1.7641 0.8524 20.4620 3.0665 1.7641 0.8524 3.0665 1.7641 0.8526 0.9486 43.0680 346.706 3.8338 160.343 1,5096 0,5918 208,590 5,1967 18275,40 49,5429 3,1329 1,3250 1,3250 1,3279 4,2436 1,3279 2,2845 100,565 831,630 2,2845 335,720 1.0.377 139.591 39.7987 2.0196 11041.3 31.584 1.9902 529.830 31.3014 4.6068 2.7037 0.846 1.45945 529.630 52.833 Bahanna Sa (Okan) (Okan) (Okan) (Okan) (Parta) (Parta) (Bala Fr) (Bala Fr) (Bala Fr) (Bala Fr) (Bala Fr) (Branal Sa (Cranal Sa (Cranal Sa (Cranal Sa) Bangalore Mass Rapid Transit Limited (BMRTL) mentation methodology; expectations from has been established by the Government of respondents, etc. with necessary Annexures. Karnataka (GoK) under the Companies Act 1956, This document will be sent to all applicants on 83.5637 31.3614 2274.94 1740.99 0.5596 0.6446 31.5376 98.5219 98.5219 0.0909 44.4433 1.3190 2.1492 794.778 62.99 720.726 1644.96 1.3526 44,7 (90) 20,4626 1484,31 1135,85 10,3646 1135,85 10,3646 11,9657 1058,96 10,86 69.5125 31.6516 2306.07 1707.0 10.5669 0.5669 0.5669 100 8.7104 45.0666 1.3394 2.1814 606.699 0.3035 1.015 0.656 1.3064 4.0565 1.015 1.0064 4.0565 1.0166 1.3064 4.0565 1.0166 1.3064 4.0575 1.0166 1.3064 4.0575 1.3064 1. to promote, establish and operate a Mass Rapid

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Transit System in the city. A leasibility study of the Project has been completed which recommends Implementation, in four Phases, of en Elevated Light Rail Transit System (LRT) Network of six routes and covering 90 route kilometers. BMRTL invites proposals from Consortia, or individual companies, who have the capabilities and expertise and who wish to collaborate with GoK in a joint venture to promote, develop, finance, construct,

commission and operate the LRT on a Build-Own-Operate-Transfer (BOOT) franchise initially for a period of 30 years (with subsequent renegotiated renewals of 20 years) and so structured as to recover all costs of the promoters. After receiving responses, BMRTL will shortlist them and select one Consortium to collaborate with GoK in this Project. The total landed cost for the full system, including

inflation and interest during the construction period. has been estimated at about Rs. 40,000 million. Initially, the selected Consortium will be required to implement Phase 1 of the LRT (24 kms and Rs. 12,000 million) and will have first option to implement the remaining Phases of the system. The Consortium will need to raise the major portion of the required financial resources. GoK is prepared to take e minority equity stake and at the address given below. For more information, provide some quantum of subordinate debt, please contact:

A Request for Proposals (RFP) document has Mr. K.P.SINGH been prepared in two volumes which succinctly Managing Director describes the Feasibility Study; its assumptions and Bangalore Mass Rapid Transit Limited methodology; travel demand and other studies/ 305, Blue Cross Chambers surveys conducted; the Transport Model; the 11, Infantry Road Cross proposed LRT network; engineering aspects; BANGALORE-560 001, INDIA financial and economic analyses, imple- Tel: 91 80-559 1691 Fax: 91 80-559 1699

receipt of a non-refundable fee of US Dollars Five Hundred only (if overseas) or Rupees Fifteen Thousand only (if in Indie) at the following account(s). Applicants should separately send fax confirmation to BMRTL of the remittance made.

 US Dollar Payments to: Account No: 803-3161-825 of Vijaya Bank, Transaction Code: BMRTL-RFP at BANK OF NEW YORK, International Banking Division, One Wall Street, New York, NY 10015, USA giving the remitter's

Indian Rupee Payments to: A/c Bangalore Mass Rapid Transit Limited, Account No. 745. Vijaya Bank, Indiranagar Branch, 325, C.M.H. Road, Indiranagar, Bangalore 560 038, INDIA Tel: 91-80-57 9629 giving the remitter's name

Cheques/Drafts shall be made payable to "Bangalore Mass Rapid Transit Limited" at Bangalore and mailed to, or submitted at, BMRTL's office at Bangalore.

Consortia should submit three copies of their response to the RFP, giving the required information, to BMRTL before 1500 hours (IST) on 31st March 1995 (which cannot be extended)

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JAL have 44 flights* per week from Europe to Tokyo and Osaka, leaving from 10 European cities, more than any other carrier.





ting Rate Notes Due 1997 In accordance with the terms and conditions of the Notes, the interest rate for the period 13th January, 1995 to 13th April, 1895 has been fixed at £5175% per annum. The interest payable on 13th April, 1995 against Coupon 18 will be £180,77 per £10,000 received.



Tenneco Inc

1995

ie our 49th consecutive year of cash dividend

The 1995 first quarter dividend of 40¢ per share on the shareowners will participate in our earnings.

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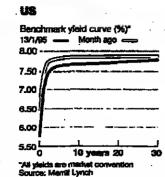
WORLD BOND MARKETS: This Week

The US bond market still assumes the Federal Reserve will raise interest rates by another 50 basis points at the end of the month. There are now, however, a couple of contrary factors.

One is the unexpected weakness in retail sales in December. This may be merely a quirk in a notoriously olatile series; as Salomon Brothers points out, retail sales still rose by 10 per cent in real terms in the fourth quarter. Indeed, consumer credit in November was rising

at an annualised 17 per cent. The other is Mexico's financial crisis. The knock-on effect has hit countries with high fiscal and trade deficits. The last thing these econom want is higher US rates and a stronger dollar. It hardly seems likely that the Fed will put international considerations ahead of domestic responsibilities but the turbulence in world markets is

Some US markets are closed



Tony Jackson

today for the Martin Luther King holiday, and there are no government figures. Tomorrow brings December data on industrial production and capacity ntilisation; the latter, at around 85 per cent, could be

the highest in almost 15 years. Wednesday brings November business inventories and Thursday November's balance of payments. On Friday come December housing starts, where the market will be alert for signs of slackening.

Graham Bowley

Benchmark yield curve (%)*

13/7/95 --- Month acc --

be of particular interest. Ms

Katy Peters of Daiwa thinks it

could rise to 2.4 per cent from 2.3 per cent in November.

figures will give an indication of the strength of consumer

Also, the repercussions from

announcement on Friday of its

week could continue to buffet

the market, particularly at the

anction of 20-year gilts next

Thursday's retail sales

demand before Christmas.

the Bank of England's

long-end.

20

UK

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Investors in UK government bonds have a flood of new economic data to digest this week. The data will give the latest snapshot of the UK economy and of the strength of inflationary pressures.

LONDON

Producer price figures for December are due today. The narrow measure of output prices, excluding food, drink and tobacco, will be of particular concern, said Mr Robert Barrie of Barclays de Zoete Wedd. Prices rose at an annual rate of 2.6 per cent in November and may have ticked higher last month.

Traders fear labour market statistics on Wednesday could show a rise in underlying average earnings in November from 4 per cent in October, which could depress gilts. Also on Wednesday, dealers

will be looking at the retail price index for December. The underlying RPI figure, which excludes mortgage interest payments and is the measure of inflation watched most closely by the government, will

FRANKFURT

German bonds benefited last week from the "safe haven" effect, as the financial problems of Mexico and other countries sent waves of concern through the world's financial markets.

Germany

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Benchmark yield curve (%)"

10 yrs 20

November figure of 5.8 per cent for annualised M3 growth,

which brings it within the 4 to

Even lower growth is likely

economists expecting a rate of

quarter average of 5.7 per cent;

the figure is due this week, as

are wholesale prices for

December.

4.8 per cent to make a fourth

6 per cent annual target for

last year, which is being

for December, with Union

repeated for 1995.

Bank of Switzerland

'All yands are market co Source, Merrill Lynch

However, traders expect funds to start flowing back into other European markets this week.

The increased strength of the D-Mark as a result of the unsettled state of markets means the Bundesbank will be under even less pressure to change short-term interest

With demestic inflation on the wane and economic growth continuing on a solid path, as snown by last week's GDP figures for 1994, it has no need to raise rates yet - and is not expected to no so at this Thursday's council meeting

However, the central bank will try and keep as firm a lid as possible on M3 expansion to ward off future inflation.

The Bundesbank was clearly pleased with the revised

TOKYO Andrew Fisher

While the Japanese government bond market saw some buying due to the weakness on the Tokyo stock market, long-term yields fell only marginally as most institutions remained on the

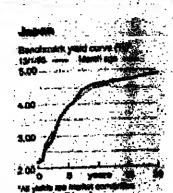
Risk aversion, the main cause of the bond market slump last year, seems to be the continuing strategy among institutional investors, and is unlikely to change before the March fiscal year-end.

Caution over bond and stock market volatility is expected to persist among many Japanese institutional investors. This is prompting them to turn to short-term low-risk products. and the call loan and certificate of deposit markets are seeing an increase in the

inflow of funds. The outstanding value of call loans last week totalled Y42,600bn, up from Y38,000bn in December. The yield on overnight call loans has fallen from 2.28 per cent to around 2.25 per cent so far this month.

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Certificate of deposit rates have also falled by some three hasis points this year. Meanwhile, as fears of higher short-term money rates have receded due to easy money market operations by the Benk of Japan, short term ernment bonds are als being bought. Although yields rose slightly about of next week's auction, rates remain more than 10 basis points lower than those on certificates of deposit.

International bonds

Warburg exit highlights pressure on margins

S.G. Warburg's decision radically to scale back its international business and effectively leave the eurobond markets could eventually prove to be a handicap for an investment bank which harbours global ambitions.

Arguably though, the longerterm importance of the move is the way it signals increasing competition in the eurobond market and marks a potential shift in its long-term character.

With issuers keen to force down costs and rival investment banks competing fiercely for the business, eurobond traders have been hard-pressed to maintain margins and the business of raising debt for highly rated government and international companies has become less profitable.

Indeed, for many banks, profits have collapsed and the euromarket has become something of a loss leader, a far cry from the high rolling days of the early 1970s, when banks were able to command big fees for raising money for a relatively select band of borrowers.

"A lot is break-even husiness, especially the last three months or so," said one syndicate manager. Last year's bear market in bonds has been a crucial factor. "During a bull market the cost of underwriting was being largely paid by investors," says one eurobond manager. "In the bear market It has become apparent that the cost of underwriting and distribution is being paid by intermediaries.

Although Warburg was one of the founders of the business, ontside the specialised eurosterling sector - which accounted for about 7 per cent of the \$400bn plus issuance last year - it has steadily lost ground in recent years to bulge-bracket" US investment banks such as Merrill Lynch, Goldman Sachs and Morgan Stanley.

Last year, although second in the sterling market, Warburg was only the 21st largest issuer in the eurobond markets as a whole. For that reason, immediate effect of its withdrawal will be relatively insignificant. "Its absence there will hardly be noticed. It never had the critical mass in these currencies to be seen as a

credible counterparty," said one banker early last week. "It is not going to bring the walls of the market tumbling down," said another. "It will not be sorely missed beyond the sterling and French franc

However, Warburg's move could be a watershed for the market. It comes at a time when efforts by banks to keep the prices of eurobonds stable and maintain wider market discipline through voluntary agreement are meeting growing difficulties. Following a period of fierce

competition and losses in the 1980s, banks in 1989 agreed to price their bonds through the so-called fixed-price re-offer technique. Under this system, which has until recently provided greater transparency and helped secure more investor support for the primary issue market, banks which participate in the syndicates that sell bonds agree to offer their paper to investors at a set price in the primary market.

Once the bonds are placed with buyers and the syndicate is "broken", the bonds are market and to find their own market price. The system initially provided greater transparency and secured more investor support for the primary market.

Over the last 12 months though, the system has come under two broad sets of pressures. On the one hand, the investment banks active in the market have competed fiercely to win eurobond business.

In part, this reflects pressure from large international companies, which have turned to the euromarkets much more actively in the last five to 10 years to raise capital. Especially since interest rates started to rise last year, corporate treasurers have been pressing for better terms.

On the other hand, such have been the conditions on the market over the last 12 months that banks have found it difficult to persuade investors to buy the bonds at these prices. Frequently, prices have moved sharply downwards in trading on the open market, after the primary issue period

As a result, some banks have been left with large amounts of paper on their own books which they can sell only with the greatest difficulty and often at a loss.

"People have been pricing deals and then straight away in the open market the spread has widened," says one trader, adding that has happened in no fewer than seven out of 10 issues in the last few months.

In these circumstances some banks - despite being members of the syndicates - have sometimes abused the system by offering bonds to clients at the lower prices to which they expect them to fall on the open market, "Some syndicate members simply haven't stuck to the spirit of the agreement they have signed," said a banker. "Market discipline has been lost as a result of poor benaviour." he added.

Speculative activity by some dealers trading on the assumption that the price of a bond will fall on the open market has made matters worse. Banks have been left with

big quantities of bonds which they can sometimes sell only at a loss. After just over a week of issuance this year banks have been left with about \$10bn worth of bonds on their hands, for example.

All this has put more pres-sure on banks' expenses, which rose during the bull markets of 1992 and 1993. "We had two years of bull markets - and I am sure people let expenses get a little out of hand," said

general of the International Primary Market Association. The rise in short-term interest rates has pushed up the cost of carry and increased the necessity to sell small-ticket

Mr Cliff Dammers, secretary

amounts to retail buyers. which is more expensive than big-ticket deals to institutions. Overall, margins on eurobond business, which have been driven down steadily in the last 20 years, have suffered a further squeeze. In the early

days of the market, fees for raising aurobonds could frequently be as much as 2% per cent of the money raised. That has now dwindled to one quarter percentage point.

increasingly, winning a curobond mandate has been seen as less of a profitable transaction in its own right and more of a way of developing ties with the issuer to win other business.

Banks have also become preoccupied with league tables drawn up by trade publica-tions, which they use for advertising and marketing. "People are undercutting for the prestige of handling certain issues. A lot of the euroboud market works as a loss leader, said one syndicate manager.

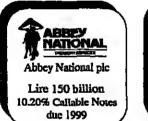
In these circumstances, it seems possible that more banks will follow S.G. Warburg's example and leave the market, while others may be forced to be much more suice tive in the deals they handle.

ROCKER, BESTE

Some houses are relaxed about the future, and put Warburg's exit down to cyclical pressures. But 30 years on from the historic 215m town for Autostrade Italiane, life hasn't become any easier. It's still tough on the street. Warburg accepted that and other banks may soon have to accept it too.

> Richard Lapper, Martin Brice. and Graham Bowley

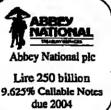
Number 1 in the Eurolira Market in 1994



11.125% Notes due 1996

Lire 1,000 billion

7.45% Notes due 1999





Lire 250 billion 11% Notes due 1996

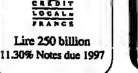
Lire 350 billion 7.90% Notes due 2004

BAYERISCHE VEREINSBANK



LOCAL Lire 150 billion 10.50% Notes due 1999





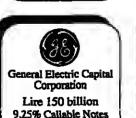




Lire 150 billion 11.70% Notes due 1998



Lire 200 billion 10.125% Notes due 1998



L-BANK

Lire 400 billion

10.15% Fungible Notes

due 1998

Lire 400 billion 7.80% Notes due 2004

PSA PEUGEOT CITROEN PSA Finance Holding Lire 100 billion 10.30% Callable Notes due 1999

PSA PEUGEOT PSA Pinance Holding Lire 150 billion 12% Notes due 1997

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Lire 200 billion Lire 50 billion 9.25% Callable Notes 10.75% Fongible Notes due 2004 due 2000

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In 1994 Credito Italiano ranked as the Leading Bookrunner in the Eurolira Bond Market having Lead Managed 33 bond issues totalling Lire 4,160 billion (US \$2.6 billion) with a market share of 16%



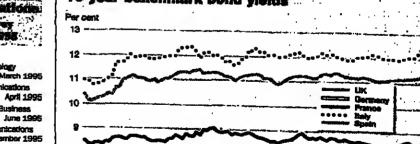
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Source: FT Graphite

Attention turns to earnings reports

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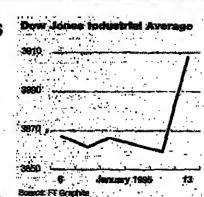
Friday's soaring market reopened the question of how much the Federal Reserve will raise interest rates at the end of the month, if at all, and it is unlikely to lift the uncertainty that continues to hang over Wall Street.

Still, this week may be a good one for the market because, for the first time in many weeks, activity will not be dominated by idle speculation about interest rate increases, but by real numbers in the form of earnings reports. The numbers are expected to be very good, given the overall strength of the economy in the fourth quarter, according to Mr Marshall Acuff. portfolio strategist at securities firm Smith Barney.

"We are now in the earnings reporting season and that is going to dominate the market day-to-day," he says "There may be more movement on individual stocks than on the market as

He adds that uncertainty may hold the market back from achieving the new highs it has been striving for in recent sessions. With six interest rate increases in the past 11 months, the Fed kept investors off guard most of the last year and thus far into the new one. Interest rates ultimately hurt the market because they slow consumer spending and deter corporate

Until last week, there was a clear consensus on Wall Street that the Federal Reserve would raise interest rates by 50 to 75 basis points at or before the January 31 meeting of its Open Market Committee. That consensus was thrown into mestion



Lisa Bransten

after retail sales figures and growth in the Consumer Price Index came in well below forecasts.

Economists will take note of December data on capacity utilisation and the Federal Reserve Bank of Philadelphia's index of business activity - due out on tomorrow and Wednesday respectively – but neither statistic is likely to give an overwhelming signal about the strength

Instead, most analysts will probably focus on last week's data. If consumption is truly waning, as the retail sales figures indicate, then it may prove difficult for retailers and manufacturers to pass on price increases to consumers. This would have the effect of staving off consumer-level inflation and some would argue that it might put the Fed

off the trail of monetary tightening. Others, however, hold firm to their ssment that the Fed will continue on its course of monetary tightening. Mr Joseph Liro of S.G. Warburg Research says the "benign December inflation reports and the weakness implied by the December retail sales data will not stay the Fed's hand from raising interest rates another 50 basis points over the coming weeks".

Downward drift

LONDON

likely to continue

It is quite a while since the IIK stock market has had to face turbulence in the currency markets but, for the time being at least, there seems little substance behind the more apocalyptic comments from some City houses.

Equities have continued to drift down, but no more so than they have since the turn of the year. Share prices have been unsettled every afternoon as Wall Street and New York dealing in the dollar took on board the latest developments in currencies. But no great harm came to the international dollar stocks and the market remained more alert to the dramas at Saatchi & Saatchi than to the wider world.

Unless the currency markets have something truly alarming in store, UK stocks seem unlikely to change step. investors continue to concentrate on the chances of a rise in US rates at the Federal Open Market Committee Meeting at the end of the month. On this point, HSBC's Mr Mark Cliffe doubts the Mexican currency crisis will weaken the Fed's determination to tighten policy again - by 50 hasis points, he believes. Following Friday: news of an unexpected dip in US retail sales, analysts in London were retracting forecasts of a 75bp rise. However, they still expect the Fed to tighten again soon, even if tensions

have relaxed a little for the moment Any "flight to quality", he said, is likely to benefit the D-Mark and thus postpone any upward move in German rates, even though last week's gross domestic product data indicate that the German economic recovery is

FT-SE-A All-Share index 1.515 1,510

Terry Byland

The lack of genuine investment factors in the London stock market has turned attention to more technical pressures. Derivative Securities says its latest volume chart measurements indicate "the beginnings of a fall" from the overbought levels still apparent a week ago. There are still more stocks looking over-bought than under-bought says Derivatives Securities, putting BTR and Dixons at the head of a list

January 1995

Cadbury-Schweppes, Forte, GEC. Glaxo and J. Sainsbury. But the firm also believes that the Mexican problem is a minor influence on the UK stock market which is not likely to find itself categorised as a high

which also takes in BA, BT,

risk market. The risk of a further rise in UK base rates has also been put back, perhaps until the end of the quarter, according to Richard Jeffrey at Charterhouse Tilney Securities. This would give the market a trouble-free run - Mexico permitting - until domestic taxes rise in April.

Kleinwort Benson, characterising UK equities as "dull hut worthy", forecasts two further half-point base rate rises later this year, as the governor of the Bank of England tests "the bounds of his expanded influence".

International offerings

Emerging market activity all but grinds to a halt

got off to a slow start this year. with issuance subdued by emerging-market turmoil fears of interest rate increases in the US and Europe, and political uncertainty clouding some European privatisation pro-

In the emerging markets, which accounted for about half of last year's equity issuance, primary activity has all hut ground to a halt.

Latin America's markets were hit hy the financial crisis in Mexico following the peso devaluation, while eastern Europe's have been rattled by developments in Russia, where the Chechen crisis and uncertainty over the country's budget and currency outlook are weighing on equities.

In India, where companies last year raised more than 52hm though new equities (and are expected to raise twice as much in 1995), supply has dried to a trickle amid nervousness ahead of February state elections and the March Budget.

The situation in the emerging markets is unquestionably affecting equity issuance there's been a real setback m confidence among many investors who have got burnt twice in the last year," said a London syndicate manager.

But dedicated emerging-market investors are unlikely to

pull out of the region, and observers say it's only a matter of time until demand - and issuance - recover.

"Mexico and Russia are having problems, but the fundamentals in other emerging markets haven't changed, says Ms Elizabeth Morrissey, managing partner at Kleiman International Consultants in Washington Still, she expects emerging market investors to become more selective. Thus, while issuance can recover in some regions, "we won't see much out of Latin America until the dust settles - the bulk of [emerging market] issuance in the first half will come from India," she says.

Equity issuance in the "developed" markets also remains slow, despite a chunky calendar for 1995, including several deals which were postpooed at the end of 1994.

"The potential transaction calendar is very healthy, but the backlog will continue to grow," says Mr Ludovico del Balzo, bead of equity capital markets at Lehman Brothers in London, who expects new issue volumes for the first six months to fall substantially from 1994 levels before recovering in the second half.

A near-term gauge of investor demand will be the sale of British Telecom's bolding of 35.9m shares (worth some

telephone giant, and the sale of the UK government's remaining 40 per cent stake in the country's two largest private sector electricity generators, National Power and Powergen,

both launched last week. The UK power company sale, jointly co-ordinated by Kleinwort Bensoo and BZW, is expected to be priced early in Morgan Stanley will lead the AT&T sale, which has a shorter lead-time with roadshows starting on January 23 and pricing three days later.

A \$600m five-year convertible bond for GrandMet, issued partially to finance its acquisition of US food company Pet, is this week's other highlight. The deal, led by Morgan Stanley and likely to be priced early in the week, is expected to see good demand from US, UK and Swiss investors.

Meanwhile, the pricing of up to 14m shares in Finnair, to be sold to domestic and European investors, is expected to take place on Thursday, Bankers reported good interest for the issue, led by Kleinwort Benson. during last week's roadshows. "Many investors remain keen on the airline sector, and I think it could well be oversubscribed," said one official.

Conner Middelmann

OTHER MARKETS

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Roche and Sandoz are due to report 1994 sales figures, tomorrow and on Thursday respectively. International investment interest in the pharmaceuticals sector was revived last week by the German group Schering's initiative in the US, where it gained a manufacturing patent for a new variety of the multiple sclerosis drug, beta interferon, and apparently stole a march on Biogen, its US

opponent. For Roche and Sandoz, Ms Susan Haylock at NatWest Securities says that, in each case, sales will have been

boosted by acquisitions but will have been dented significantly by a negative currency effect, reflecting the strength of the Swiss franc

Ms Haylock forecasts a 1 per cent increase in sales for Roche and a 3 per cent gain at Sandoz, she expects Roche to predict an increase in profits in spite of restructuring charges and Sandoz to forecast that that profits in 1994 will be at about the 1993 level.

FRANKFURT

Tuesday's balance sheet press conference at Degussa continues the chemical/ pharmaceutical industry theme. In a note on the

phase of the chemical cycle upswing, since the benefits of

> pharmaceuticals group. Mr Dorée and Ms increased attention to the evidenced by competitors

company last week, Mr John Dorée and Ms Cordula ratings should also help Jansen-Demiray at Robert Fleming said that Degussa shares were the top performing generic producer in East chemical stock in the early

early cost cutting and good exposure to the US markets were visible; and that extensive restructuring including the disposal of the vacuum engineering subsidiary, Leybold, has transformed Degussa into a more balanced chemicals/

Jansen-Demiray added that important generic drug market making acquisitions at high Degussa's rating, given its ownership of AWD, the largest

Meanwhile, notes UBS, Thyssen Stahl will open Thyssen's press conference season on Wednesday.

TOKYO

While stocks on the first section of the Tokyo stock exchange have slumped since the start of the year, the over-the-counter market is seeing an inflow of private investor funds, unites Emiko Terazono.

Although the OTC market is known for its speculative

nature and the recent surge in activity stems from private investors looking for quick profits, support also comes from a growing interest in

A total of 74 OTC and small capital stock funds was launched last year compared with 19 in 1993. The value of the new funds totalled Y530bn, more than four times that of

Mr Ken Segawa, OTC analyst at YIBS Securities, believes that the OTC market may have become overheated, and expects prices to ease over the However, the market should revive as investors continue

earnings growth. He predicts a

their search for areas of

strong first half for the OTC market, but expects share prices to ease in the second

HONG KONG

Volatility is expected to reign for s third week in the Hong Kong stock market as global, China and domestic issues continue to send tremors through the investment community, writes Louise Lucas.

The Hang Seng Index plummeted to a 17-month low last week, closing 5.6 per cent down as property developers slashed the price of apartments, but still failed to achieve full take-up, and as overseas investors rushed to

unwind emerging market positions in the wake of the Mexican debacle.

At home, the government was forced to support the Hong Kong dollar on Thursday, prompting a sharp rise in Hong Kong interbank rates. The government acted after offshore sell orders, triggered by the Mexican peso crisis, pushed the Hong Kong dollar to an 18-month low against the US dollar.

There is now concern in some quarters that the currency peg (which aligns the Hong Kong dollar to the US dollar at an official rate of HK\$7.80) could come under pressure.

Rumours concerning the health of China's leader Deng

Xiaoping returned to plague stock prices in China and Hong Kong last week. On Friday Deng's daughter admitted ber lather could neither stand nor walk - which will do little to restore confidence in the

equity markets this week. One glimmer of good news among the gloom is a growing perception that the US may now put off raising interest rates by as much as was previously thought, because of the problems in Mexico.

If this proves to be the case and and interbank rates return to normal, there is a possibility that bargain hunters will swoop on stocks, chasing prices higher.

Compiled by William Cochrane

FINANCIAL TIMES

Conferences

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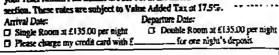
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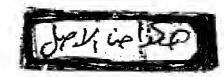
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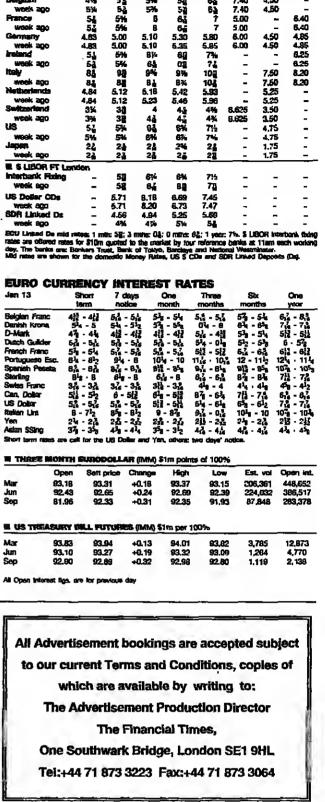
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OTupe 1995 10	01154 -	1 2,500	July 1 Jy 21	15.12 1254	8 1 ₂ pc 2005	981 ₉	0.2	4,400	Je7 De7		2120c '01	(78.3)			00 M/24 SIC4 00 M/20 M/20	18.8 % 17.10 1
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FT CONFERENCES

ITS INTERNATIONAL CONTEXT

London, 8 February 1995 Senior speakers from OFTEL, lod by Mr Don Cruickshank its Director General will look at the key issues of the UK's interconnection programme. This joint conference will also address interconnection and competition in international telecommunications, with presentations from Mr Scott B Harris, US Federal Communications Commission; Mr Nicholas Argyris, European Commission and Mr Jan Freese, Swedish National Post and Telecom Agency.

LONDON MOTOR CONFERENCE

LONDON MOTOR CONFERENCE
London, 20 February 1995
This annual FT meeting, the tenth in a highly successful series, will focus on block exemption, examine the changing relationship between whitele manufacturers and dealers and address the issue of competitiveness in the automotive components sector. Speakers include: Professor Garel Rhys. OBE, Cardiff Business School; Sir Trevor China CVO, Lex Service PLC; David Nicholas, Unipart Industries; Rich Van Leeuwen, Ford Crodit Britain and Chilles Deviated Automotive Linkt Vehicle Systems. Gérard Chiffert, Rockwell Automotive Light Vehicle Systems.

CABLE, SATELLITE AND NEW MEDIA
London, 27 & 28 February 1995
The Financial Times' 14th annual conference is being held at a critical time when the vision of the new media is turning into reality. The conference will offer insights into the latest developments both in the context of business and investment implications and the context of technology. Speakers include: Mr Barry Spikings, The Pleckow/Spikings Partnership, USA; Mr Michael Schrage, Massachusetts Institute of Technology, Mr Robert Phillip, British Broadcasting Componentials: Mr Storben Davidson, TeleWest Communications and and Mr. Corporation: Mr Stephen Davidson, TeleWest Communications pic and M.

WORLD STEEL INDUSTRY London, 8 & 7 March 1995

This London conference arranged in association with CRU International, will bring together a distinguished panel of speakers from around the world to share their views on the key questions facing the industry. The industry's structure will be of paramount importance, to what extent should European producers form their own alliances or margers to create e truly international industry? Will privatisation finally lay the subsidies issue to rest? What technology will steelmakers use to achieve the growth they are seeking? Speakers who will be taking part include Mr Brian S Molfat OBE, British Steel plo; Mr Robert J Damell, Inland Steel Industries Inc; Mr Karel Van Miert, European Commission; Mr Francis Mer, Usinor Sectior and Mr Robert A

INDIA'S ECONOMIC RENAISSANCE - OPPORTUNITIES FOR TRADE, FINANCE AND INVESTMENT

New Delhi, 16 & 17 March 1995

Given the breadth and pace of economic reform that has taken place in India since 1991, this high-level FT forum will provide a unique opportunity to review the government's liberalisation programme and assess business and investment prospects. The meeting will also consider India's competitiveness in world markets and look at the challenges of improving the country's Intrastructure. Speakers will include Mr Pranab Mukherjee, Minister of Commerce; Sir Robert Wade-Gery KCMG KCVO, Barclays de Zoete Wedd; Mr Dipankar Basu, State Bank of India; Mr Tetsuc Shimura, The Bank of Tokyo and Mr A Stephen Melcher, Eagle Star Hokings.

WORLD PHARMACEUTICALS CONFERENCE London, 20 & 21 March 1995

This year's conference, arranged jointly with Coopers & Lybrand, takes as its theme "svolving from pills to healthcare realising the ambibon". As governments worldwide seek to contain healthcare costs, the marketplace has become more competitive for R&D-based pharmaceutical majors. Many are become more compensor to restrusted prestinations integers, wanty are now looking at new ways of working with the healthcare purchasers, whether in the US tree market environment or in European-type social systems, Leading figures will outline their vision and strategies for moving from being pharmaceutical product-based companies to becoming 'healthcare' players.

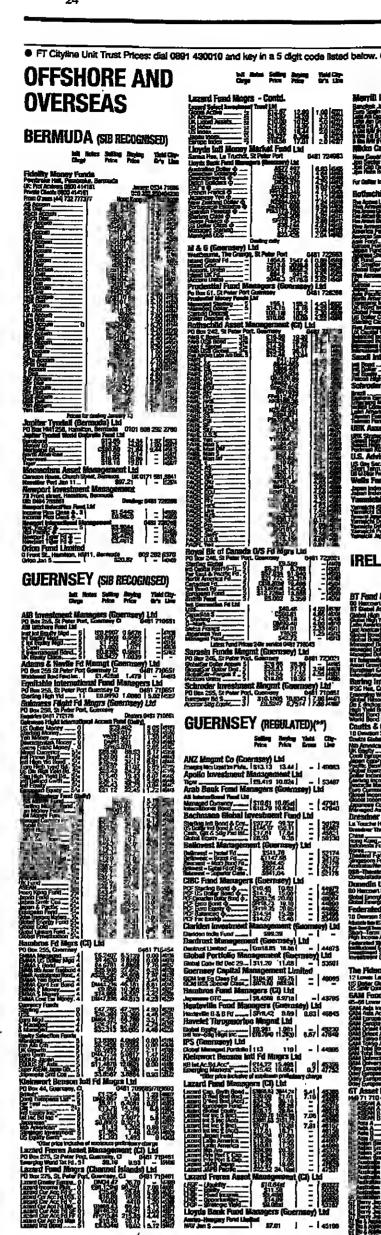
MARKETING PROFESSIONAL SERVICES '95

MARKETING PROFESSIONAL SERVICES '95
London, 19 & 20 April 1995
The Financial Times and Professional Marketing international bring together an internationally renowned line-up of experts and leading edge practitioners to provide practical guidance in getting better business through improved skills and client awareness. The first day is devoted to an interactive point of contact sales mesterclass, examining the process of carrying marketing context through to the actual sale. Highlights of the second day include a debate on the findings of an exclusive benchmarking survey to establish best practice in client development worldwide; reflections from Sir Bryan Careberg of the Office of Fair Trading on a decade of deregulation in the professions; and Professor Jack Mahoney of the London Business School on reconcling professional ethics to a market facing culture. A series of 12 workshops lead

and professional ethics to 8 market facing culture. A series of 12 workshops lead by clients and practitioners will concentrate on specific skills and the special needs of particular types of clients. The Congress conductes with a dinner and presentation of the prestigious FT/Professional Marketing Awards.

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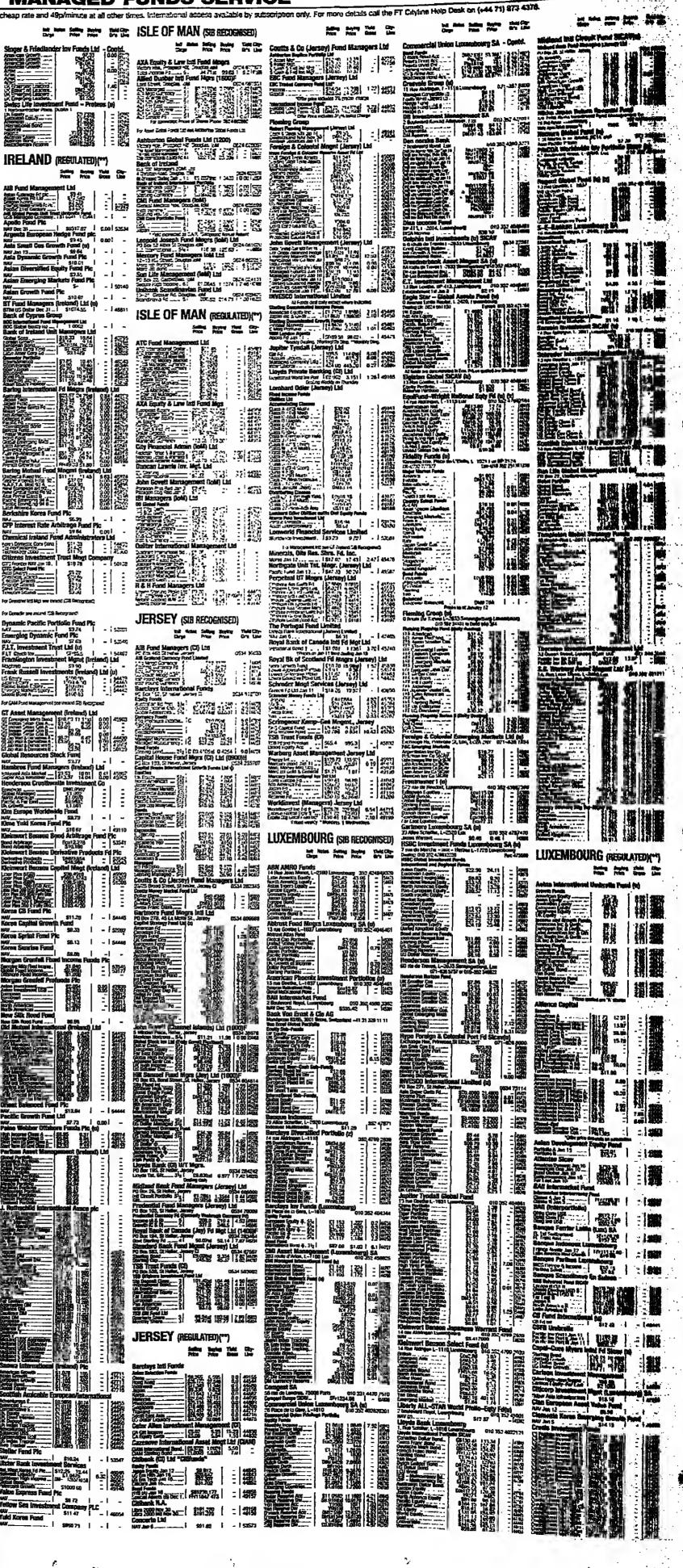
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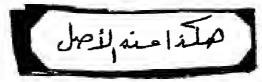
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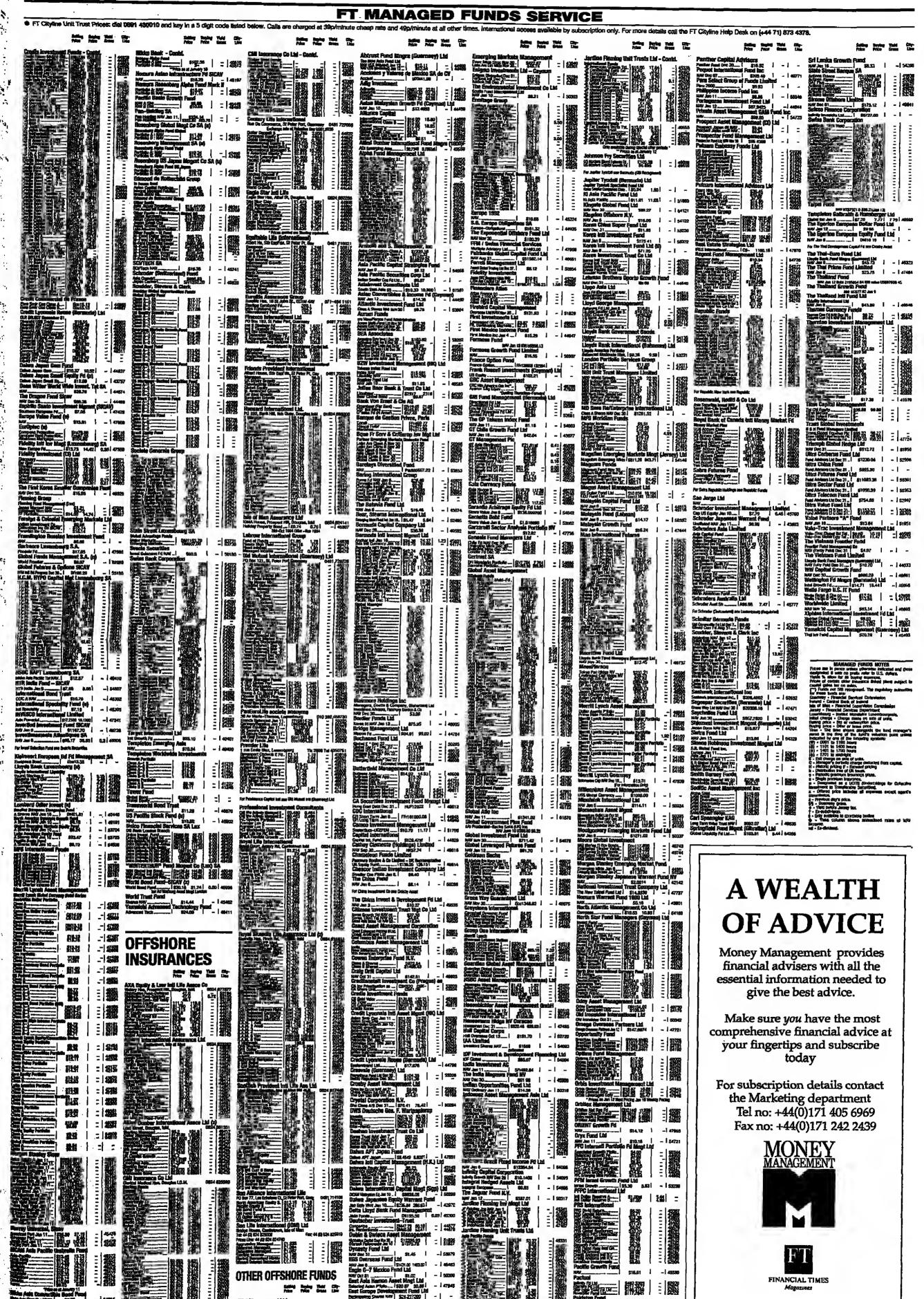




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ملذاحنه للصل

APPOINT DESCRIPTION OF THE PRICES AND THE PRI NYSE COMPOSITE PRICES NASDAQ NATIONAL MARKET 4 pm clase January 13 PY Sta Div. E 100n High Low Last 8 2513 145g 145g 145g 0 0 29 65g 55g 55g 0 020 105g 105g 105g 105g 0 200 17 48 2234 2234 2234 4 8223 155g 155g 155g 51 1253 4254 4234 4256 51 1253 43% 43% 43% - R -10 238 15 18¹2 14¹4 2 592 3¹6 2⁷6 3¹6 4¹4 1 1191 8 3¹6 3⁷6 4¹2 13 43 10¹4 17¹2 17¹4 4¹2 | The content of the **AMEX COMPOSITE PRICES** 4 pm close January 13 Instructo 0.12 21 165 u13¹2 12¹2 13¹2 +²8 int. Coms 0 2942 u9¹4 8½ 8½ intermages 87 624 14 13¹2 14 +¹4 leax 0.06 17 1319 19²6 19¹2 19⁵8 2 461 373 434 373 +13 11 4 312 312 312 +13 20 73 1773 1775 1775 +14 33 97 73 712 775 48 2 461 374 6343 375 444 31 34 342 342 342 449 20 73 1774 1775 1775 444 33 97 754 772 775 44 8 28 114 114 114 114 7 41 614 515 514 3 3 8 14 15 75 15 14 55 70 1334 1334 3334 20 20 63334 3244 33 Have your FT hand delivered in Cyprus.

European Parliament session



The European Parliament opens its first session of the new year in Strasbourg (to Jan 20). The assembly has grown to 626, with the arrival of 59 members from Austria,

Finland and Sweden, which all joined the European Union on January 1. The main task on the agenda is to approve formally the new European Commission headed by

EU finance ministers meet

The formal agenda contains two items: France setting out its objectives for the next six months, including initiatives on employment creation and convergence, and stock-taking after the December summit in Essen

Discussions in the margins are likely to include currency market volatility and events in the European Parliament where MEPs criticised five of the 20 nominated commissioners and the allocation of portfolios during their confirmation hearings. Those criticised include Yves-Thibault De Silguy of France, nominated for the economics and monetary policy portfolio.

Finnish-Russian relations

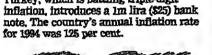
Finland steps up its diplomatic contacts with Russia this week. President Martti Ahtisaari visits St Petersburg today for talks with the city mayor, Anatoly Sobchak, while on Thursday Finnish prime minister Esko Abo will be in Moscow at the invitation of his Russian counterpart, Victor Chernomyrdin.

The two neighbours hope to strengthentrading ties and are expected to discuss the implications for bilateral relations of Finland's recent accession to the EU.

Sri Lankan parliament opens

President Chandrika Bandaranaike Kumaratunga opens a new session of parliament in Colombo.

Turkey introduces TL1m note Turkey, which is battling triple digit inflation, introduces a 1m lira (\$25) bank note, The country's annual inflation rate





Greek vote on Mitsotakis

Greece's parliament votes on a proposal by the ruling Panhellenic Socialist Movement to suspend corruption charges against Constantine Mitsotakis, the conservative former prime minister.

Mr Mitsotakis is accused of ordering illegal phone taps of political opponents and accepting a \$22.5m (£14.4m) bribe in the 1992 privatisation of Heracles



The saga of Maurice Saatchi's eviction from advertising group Saatchi & Saatchi has by no means run its course

General Cement, Europe's largest cement

Tennis

The Australian Open begins in Melbourne (to Jan 29).

Holidays

Japan (Coming of Age Day), Singapore, Sri Lanka, US (Martin Luther King Day).

TUESDAY

Santer outlines programme



Jacques Santer, president-elect of the European Commission (left), gives an inaugural speech to the European Parliament in Strasbourg. He will. outline the Commission's programme for its

five-year term, due to begin at the end of this month, and request MEPs to support a vote of confidence in the Commission.

French EU presidency

François Mitterrand, France's ailing president who is suffering from prostate cancer, makes what is likely to be his final appearance before the European Parliament to present the programme of the French presidency of the EU. Prime Minister Edouard Balladur will this week formally announce his candidacy for the French presidency. He has become the hot favourite to on May 7.

China-US trade talks

China and the US are scheduled to restart talks in Beijing today or tomorrow to try to avert a trade war over US complaints of intellectual property piracy in China. Last month, the US threatened to punish China with stiff tariffs on \$2.8bn (£1.79bn) worth of its exports unless it acts to address US concerns. China pledged tit-for-tat sanctions against US goods.

US economy

Figures showing the level of spare rightes showing the level of spare capacity and output may give insight into whether the fast pace of economic growth is fuelling inflationary pressures.

December's industrial data is expected to show little change in the underlying growth rate, but the capacity utilisation index is expected to show some

Holidays Malaysia (some states).

ECONOMIC DIARY

WEDNESDAY

MEPs vote on Commission The European Parliament in Strasbourg

votes on whether to approve Jacques Santer's European Commission. MEPs can only vote on the Commission as a whole, rather than individual nominees.

Christopher meets Kozyrev US Secretary of State Warren Christopher and Russian foreign minister Andrei Kozyrev meet in Geneva to discuss bilateral matters.

These are expected to include Bosnia, he Middle East beace process. ex of Nato to eastern European nations, and

Statistics to be released this week

arms control issues. Both sides are playing down the conflict in Chechnya, which Russia says is a purely internal

Rwanda recovery plan

affair.

The Rwandan government, including Prime Minister Faustin Twagiramungo, presents a \$764m (£4£9.7m) plan for "national reconciliation and economic recovery to international donors in Geneva. The two-day meeting will be followed on Priday by a UN appeal for more funds to meet humanitarian needs in war-shattered Rwanda and neighbouring countries.

German visit for UN chief

Boutros Boutros Ghali, secretary-general of the UN, starts a two-day official visit to Germany. On the agenda are the possibility of Bonn expanding its role in the UN, both in peacekeeping operations and within the organisation itself; the crises in Chechyna and tha former Yugoslavia; and the finances of

Finnish president out east



Finland's President Martti Ahtisaari (left), fresh from his trip to St Petersburg, arrives in Indonesia at the start of a 12-day trip to the far east at the head of a Finnish industiral delegation. After Indonesia, the team visits

Thailand, Malaysia and Singapore, before

Quebec integration

Daniel Johnson, leader of anti-secessionist forces in Quebec, launches an anti-separatist campaign with a speech to the Empire Club of Canada in Toronto. Johnson is likely to advise the Anglo-Canadian establishment how to play its cards in the looming independence referendum campaign. Quebec's separatist government has promised to hold the referendum later this year.

UK economy

December's data on retail prices and average carnings will be studied for clues about bow long the recent inflation good news can last. Markets expect the headline retail prices index to show a small rise in the annual growth rate, partly reflecting the increased mortgage rate following the rises in base rates at the end of last year. However, the underlying index is expected to remain flat, highlighting intense high street price competition.

italian pilots strike

Alitalia, the Italian state airline, has warned of possible cancellations and delays on its flights, as the independent pilots' union plans a strike. The industrial action, in protest at planned restructuring of the airline, is scheduled to last from 12 noon until 4pm, and will mainly affect flights leaving Italy. The arrival of intercontinental flights will be guaranteed. Alitalia has advised passengers to contact their ticket agents for further information.

THURSDAY 19

China-Taiwan talks planned Taiwan has proposed a further round of semi-official talks on disputes dogging civilian contacts between it and China. On the agenda are repatriation of aircraft hijackers, illegal immigrants and the settlement of fishing disputes. The talks are expected to start today and last until about January 27.

BCCI ruling awaited



The Luxembourg court is again due to give its judgment on the proposed agreement for the creditors of the collapsed Bank of Credit and Commerce International. Last week it postponed

judgment, saying difficulties with the scheme had been brought to its attention by the Luxembourg liquidator of the failed

UK economy

With Christmas representing a huge proportion of overall business, December's data on retail sales could prove crucial for assessing the health of consumer spending in the UK. The markets expect the data to show a small rise in the annual growth rate of retail sales, although economists remain sharply divided about the current strength of consumer

Bundesbank council meeting

in Frankfurt. Analysts do not expect any change in interest rates.

FRIDAY

Murayama faces rebellion Japan's parliament begins a new session (to June 18). Prime Minister Transichi Murayams will be struggling to contain a walk-out of right-wing rebels from his Social Democratic Party, threatening the stability of his three party conlition.

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FT Survey

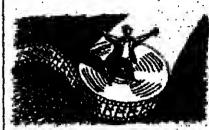
FT500. The FT500, recognised as Europe's principal becometer of business, ranks the principal paremeter of positions, ranks to 500 biggest European companies by market capitalisation. The survey also ranks the top 500 UK companies on the London Stock Exchange, the top 100 US companies and the top 100 Japanese companies, also by market capitalization. The 200 top companies in Europe and in the UK are also ranked by turnover.

Holidays

Brazil (Rio de Janetro only), Spein.

SATURDAY

Golden Globes in Hollywood



The Golden Globe awards, Hollywood's annual throat-clearing before the Cactars, are announced in Los Angeles. Tom Hanks and Forrest Camp are favourities in the drams section, with Pulp Fiction moving up on the outside. Paramount is the studio with most nominations, followed by PolyGram. But the consedy/musical voltes could well be Britishy's. Husth Grant and could well be Britsin's. Hugh Great and Four Weddings And A Funeral are strongly fancied, and Terence Stamp (Priscilla) and Emma Thompson (James) may also stand a chance.

Rugby

The Five Nations championship starts, with Ireland meeting England at Lansdowns Road, Dublin, and France hosting Wales in Paris. Scotland play Canada at Murrayfield in Edinburgh.

SUNDAY

Tamil truce may be extended A two-week truce between Sri Lankan government troops and Tamii rebels, who have been fighting a 12-year war for independence, is due to expire but is widely expected to be continued. It is the first truce to be negotiated since 1990.

miled by Patrick Stiles and Carel central bank holds its fortnightly meeting | Major. Fax: (+44) (0)171 873 3194

Other economic news

Monday: A batch of crucial UK economic data due this week is likely to make Britain a key focus of market attention. Producer prices data for December will scrutinised for any sign that manufacturers are trying to pass on the recent surge in commodity prices.

Input prices are expected to rise further, but the annual growth rate in output prices is expected to be muted.

Tuesday: The Confederation of British Industry's business survey will be watched with particular interest following the recent fall in manufacturing output. Thursday: In light of uncer-tainty about the line that the Republican-dominated Con-

gress will take towards US-Japanese trade links, the US November balance of payments data could prova politically sensitive. Analysts expect the deficit to narrow slightly. Friday: Japan's balance of

payments data will be published this weekend.

Meanwhile, further indications of the slow recovery in France are likely to emerge in November's industrial data. The markets expect that output will have risen in November. However, inflation is expected to stay very low.

ACROSS

bosiery (5)
10 Rebuilt ancestral home for

10 Rebuilt ancestral home for many people (9)
11 Loved to walk around OK (9)
12 Very good engineer encloses bearing section (5)
13 No members do any ordering on time (7)
15 Clutch reversing canal-boat pointlessly (4)
18 A French door, half open (4)
20 Beast in untidy old helmet (7)
23 Please make time to exercise (5)

(5) 24 Passing river in which lan's

in it (5) 28 Favourite doll 7 across lost (3)

Twenty pieces of timber at test matches (11)

1 Shopkeeper has girl's fresh bread in it (11)
7 Dog found doll No 28 lost (3)
9 Stores having no time for border (5)

Outside (8)
2 Single male composer seeks role reversal (8)
Cirl's blogmers (5)

swimming (9) tected by laws (8)
26 Trophies directors put in lock19 Won't a rioter be in this prov-

ers (9)
27 Fool paid father to leave ring
20 Elizabath leaves restaurant

one (7) Suspend len (7)

role reversal (8)
3 Girl's bloomers (5)
4 One's too sensitive to have

One has e job throwing things

age on trade organisation

causes split (6)
14 Threatening to swindle us out

of annoyance (9) 16 Inland port in Bury (8) 17 Declares trade union is pro-

21 Wild time in camp variety (6) 22 Goods produced before place is on strike (6)

25 Backward student is about to work here (5)

for an old club (7)

nd scoundrel that's sul-6 Returns and gathers fruit in it

Day Released	Country	Economic Statistic	Torneset	Previous Actual
Mon .	UK	Dec producer prices inde input	0.3%	0.7%
Jan 18	UK ::	Des producer prices indicinput	6.3%	B.1%
	UK	Dec producer prices indx output	0.4%	0.1%
	UK "	Dec producer prices indic output	2.3%	2,4%
116.5	UK.	Dec PPI en food, chinica fobacco**	.2.7%	2.6%
Tue	US	Decinocerial production	0.6%	0.5%
Jen 17	US.	Dec capacity utilization	85%	84.7%
	US	Johnson Redbook w/e Jan 14: -> ,	***** · · · · · · · · · · · · · · · · ·	4%
	Jupani,	Nov much out ex-elec power/ships*	9%	-1.8%
7 . T.	Japan	Nov much and ax-side powerstrips	1496	17.4%
(Carmota-s	Dec lead indicator ;		0.5%
· Wed.	US	Nos business inventories	CL66%	0.4%
Jan 18	Japan	den whate price indicted 10 days)	- V.	0.0%
10.00	UK,	Depretal price inte	£336	0.1%
ئ ا	UR MIL	Decretal pice Index**	2.7%	2.8%
. 3	UK	Ditto, exchargage his payments."	23%	23%
. 3	UK: "	Dec imemployment rate	-32:000	43,400
~ .	UK	Not average servings :::	6%	4%
	UK :	Novient wages - 3 months.	-1.6%	-1.7%
	UNG >	Dec public sector borrowing req	£1.5bn	£3.5bn
The .	US	Nov tradez goods & services	-\$9.9bn	-\$10.1bn
Jan 19	US	Ditto export (balaince of payments)	\$66.8bn	\$59.7bq
	ùs .	Ditto import (balance of payments)	\$70.3bn	\$69,8bn
	US	înidei claime w/e 14 Jan	340,000	-
		And the same of th		

Released Country	Statistic Forecast	Actival
Mon UK	. Dec producer prices trick input 0.3%	0.7%
Jan 18 UK	Dec producer prices indic input 8.3%	B.1%
UK	Dec producer prices indx output 0.4%	0.1%
UK	Dec producer prices indic output 2.3%	2,4%
UK	Deb PPI on Good, drinks tobacco* 2.7%	2.6%
Tue US	Dec Industries production 0.696	0.5%
Jan 17 US.	Dec consisty utilization 85%	84.7%
US	Johnson Redbook w/e-lan 14:	496
Jupan,	Nov much out exceles power/ships* 9%	-1.8%
Japan	Nov much and ascales power/ships** 14%	17.4%
Carmota	Dec lead indicator ;	0.5%
wed us	Nov business inventories 0.66%	0.4%
Jan 18 Jacont .	Jan whatle price indir flat 10 days) -	0.0%
UK,	Dec retail price into	0.1%
UR" MI	Dec settifypice Fictor* 2.7%	2.6%
UK -		23%
UK	Dec imerophyment rate 32,000	43,400
· · · · · · · · · ·	Nov average eartings	4%
UK	Novicelt wages - 3 monthly - 1.6%	-1.7%
Lac -	Dec public sector borrowing may 21.5bn	£3.5bn
The US	Nov trade, goods & services \$9.5bn	\$10.1bn
Jen 19 US "	Ditto export (balance of payments) \$60.85n	\$59.7bq
. ÙS	Ditto import (balance of payments) \$70.3bm	\$69,8bn
US	Initial chime w/s 14 Jan 340,000	
Japan	Nov ahlpmacist	0.094

Thu	Japan	Dec money supply (M2/cash dep)**	2.6%	2.6%
Jen 19	Japan	Dec broad liquidity	-	3,5%
(cont)	Japan	Nov industrial production	-	-0.6%
	France	Nov trade belance†	FFr8bn	FFr11.2b
	UK	Dec rotali sales"	0.3%	0.0%
	UK	Dec retail sales**	3.1% .	2.5%
·Fri	US	Dec housing starts	1.47m	1.54m
Jan 20	US	Dec building permits	-	1.38m
	US	Jan Michigan sentiment prelim	-	95.1
	France	Nov industrial production*;	0.6%	-0.6%
	France	Dec consumer prices indx, final**		1,7%
	UK	Dac 144°	0.4%	288.0
	UK	Dec M4"	4.4% .	4.5%
•	UK	Dec M4 lending	£3bn ·	£4.5bn
	UK	Dec bdg soc net new commitment	s62.8bn	23.2bn
During t	he week			
	Japan	Dec trade balance	\$12.6bn	\$12.9bn
	Germany	Dec wholesale price indx*	0.1%	0.1%
	Germany	Dec producer prices inde	0.0%	0,4%
	Germany	Dec producer prices indx	1.5%	1.4%
	Germany	Dec M3 from 4th qtr base	5.5%	6%
	Italy	Nov producer prices indx**	4,5%	4.3%
	Italy	Nov wholesate price indx**	4.4%	4%
	italy	Dec M2, 3-monthly everage**	3.4%	3.2%

MONDAY PRIZE CROSSWORD No.8,661 Set by GRIFFIN

A prize of a Pelikan New Classic 390 fountain pen for the first correct solution opened and five runner-up prizes of £35 Pelikan vouchers will be awarded. Solutions by Thursday January 26, marked Monday Crossword 8,651 on the envelope, to the Financial Times, 1 Southwark Bridge, London SEI 9HL. Solution on Monday January 30.

LS. Lowe, Ridgewood, New Jersey, USA Jean Bissett, Bickley, Kent Chency, Warlingham, Surney D.C. Godfrey, Twickenham T.G. Hughes, Nepean, Ontario, Canada Caitriona Malin, Bondi, Syd-

Winners 8,649

Solution 8,649

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